



# **Washington State Bar Association**

## **Fiscal Year 2022 Budget**

**For the Fiscal Year Ended**

**September 20, 2022**



**Approved by the Board of Governors**

**September 24, 2021**

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# Section 1



## **BUDGET NARRATIVE**

### **For the Fiscal Year Ended September 30, 2022**

*The Washington State Bar Association (WSBA) budget is a policy document and management tool that allocates funds to fulfill our regulatory responsibilities to protect the public, and to help members succeed in the practice of law. This narrative describes how WSBA has allocated funds for budgeting and planning purposes. The Executive Director, Treasurer, and Budget and Audit Committee have designated authority to make spending decisions within the approved allocations.*

#### **Fiscal Context**

Each year, the Board of Governors works to build a fiscally responsible budget designed to maintain a high level of regulatory effectiveness and deliver value to our members in a diverse, changing profession. The Board looks closely at current and multi-year projections of revenues, expenses, and reserves; as well as programs, operations, and resources to see what is working and what is not. We do this work understanding there will be variables that will shift during the year as it relates to our assumptions.

When we started the budget season it seemed like the nation was commencing the process of reducing the risk of continued transmission of the virus as vaccines became more available and societal health safety practices slowly started taking hold of day to day behaviors. That initial optimism was unfounded as the Delta variant of the COVID-19 virus took hold of the nation and once again has placed limitations on different activities and venues. Because of this similar to this year we may see delayed or even postponed expenses as in person activities may not materialize as planned.

License fees are WSBA's main source of funding. From 2019 through 2021, WSBA kept license fees at \$458. In a meeting held on June 26<sup>th</sup> 2020, the BOG approved and the court confirmed an order dated January 8<sup>th</sup> 2021 holding the fee constant at \$458 for 2022. Cost cutting measures, operational and program changes, and prudent use of reserves enabled WSBA to maintain the same license fee for the past 3 years.

Last year to address the Pandemic and in consideration to our members, we reduced Client Protection Fund contributions by \$20 dollars, \$15 dollars was to be a onetime reduction for Fiscal Year 2021, the remaining \$5 dollars would become a permanent reduction. The court dictated on an order dated January 8<sup>th</sup> 2021 the CPF contribution to be set at \$20 starting calendar year 2022.

Through focused listening to our members, WSBA successfully increased services, maintained regulatory systems that protect the public, and held the line on administrative costs.

#### **FY22 Budget Highlights**

The FY22 budget assumes expenses of \$24,849,315 million, supported by \$24,977,787 million in revenues. The General Fund impact is (\$89,563), the Section Funds is reduced by design by (\$262,000). The CPF fund and CLE fund are increased by \$169,578 and \$310,455 respectively.

Revenues include license fee and non-license fee revenue (such as interest income; Washington State Bar Foundation donations; fees from mandatory CLE, regulatory, and member services; advertising and sponsorships; recovery

of discipline costs; and section administrative cost reimbursements).

The FY22 budget advances WSBA's mission to serve the public and the members of the Bar, to ensure the integrity of the legal profession, and to champion justice. It supports programs and services such as the following, which help assure competent and qualified legal professionals, and promote the role of lawyers in society:

- Over 140 credit hours of free and low cost CLE programs, including the Legal Lunchbox series and New and Young Lawyer education programs
- Free help from our confidential Ethics Line
- Free career consultation, including Job Seekers Group
- Free legal research on Casemaker and Fastcase, including expanded cite-checking ability
- Free mentorship resources
- Member Wellness consultation, programming; and WSBA Connects, a 24/7 confidential, statewide wellness benefit to help address issues related to mental health and addiction, career management, family, caregiving, daily living, health and well-being and more
- Free and discounted practice management resources to help achieve and maintain a successful law practice, including: ABA publications and retirement plans; professional liability insurance; and billing, document management, file sharing, conflict check, cloud practice management, merchant accounting and other business systems
- Public Service training and programs (Moderate Means and Powerful Communities)
- 29 practice sections and numerous WSBA committees, task forces and panels
- Financial accommodations through the WSBA Hardship Option and Payment Plan

In short, the FY22 budget enables WSBA to support members, and to advance and promote: (1) access to the justice system, (2) diversity, equality, and cultural understanding throughout the legal community, (3) the public's understanding of the rule of law and its confidence in the legal system, (4) a fair and impartial judiciary, and (5) the ethics, civility, professionalism, and competence of the Bar.

### **Other Highlights**

#### Work from Home (WFH):

The FY22 budget includes the impact of our WFH initiative, the WFH initiative consists of providing employees who choose to WFH the opportunity to do that on an ongoing basis as long as their position has been deemed a remote work position. The WFH program will reimburse up to \$700 for establishing the home office. For purposes of budgeting we have assumed 90 employees to take part in the WFH program. This number was reached through a combination of employee surveys and position analysis to determine if the jobs are eligible for the WFH program. Accounting for realized savings in the area of transportation allowance, phone and internet reimbursement, the WFH program saves approximately \$68k. Reimbursements will follow our internal controls, requiring both receipts and approvals. We estimate the total cost of WFH program to be \$132,333.

#### Capital Spending:

The FY22 Budget as approved includes \$310,000 in capital spending/investments. This includes \$250,000 for Phase III of the ongoing Discipline GILDA project, and \$60,000 in unanticipated IT spending for software and hardware.

## WSBA GENERAL FUND

**The General Fund consists of 34 cost centers. A net negative means that the cost center is supported by license fee revenues. A net positive means the Cost Center generates enough revenue to support itself.**

<b>ACCESS TO JUSTICE</b>	
<i>Equity and Justice Department</i>	
Revenue	\$0
Expense	\$208,619
Net	(\$208,619)
FTE Staff: 1.30	
<p>WSBA administers the Supreme Court-established Access to Justice Board and most of its initiatives and working committees. This cost center also includes staffing and other support for WSBA's Council on Public Defense. Costs proposed in this budget include support for monthly ATJ Board meetings, two regional visits with members of the public, Alliance and legal community, the biennial Access to Justice Conference, outreach on the updated ATJ Technology Principles, continued membership in the WA Nonprofit Association in furtherance of the ATJ Board's goal to more meaningfully engage with community based organization, and statewide organizations centering on the intersection of criminal and civil justice, and developing a community wide racial justice action plan.</p>	

<b>ADMINISTRATION</b>	
<i>Finance Department</i>	
Revenue	\$5160
Expense	\$1,092,707
Net	(\$1,087,547)
FTE Staff: 6.92	
<p>Finance provides organizational support services, including accounting, financial reporting, investments, payroll, and budgeting. Revenues consist of interest income on WSBA's cash and investments.</p>	

<b>ADMISSIONS/BAR EXAM</b>	
<i>Regulatory Services Department</i>	
Revenue	\$1,301,640
Expense	\$1,287,537
Net	\$14,103
FTE Staff: 6.90	
<p>The Supreme Court has delegated to WSBA administrative responsibility over lawyer admissions. Each year, approximately 1,000 people take the Uniform Bar Exam offered in February and July in the Puget Sound area. In addition, approximately 700 people are admitted through admission by motion or a UBE score transfer. This work unit also investigates character and fitness issues (up to several hundred each year), supports the Character and Fitness Board, and conducts character and fitness hearings (up to 24 each year). Revenues consist of application fees and late fees. Expenses relate to staffing and other admission costs, including bar and Board of Bar Examiners fees and expenses, background investigations, Character and Fitness Board and hearings, facilities rental, proctors, and Board of Bar Examiners fees and expenses. Expenses also relate to the staffing and direct costs for administration of all limited licenses, except for LPOs, LLLTs and pro hac vice.</p>	

<b>ADV FTE – DEPT HEADCOUNT ALLOCATION</b>	
<i>Advancement Department</i>	
Revenue	\$0
Expense	\$350,555
Net	(\$350,555)
FTE Staff: 1.90	
<p>This category includes the management FTE expense related to Advancement that cannot be categorized into any other cost center.</p>	

<b>BAR NEWS</b>	
<i>Communications Department</i>	
Revenue	\$643,700
Expense	\$769,622
Net	(\$125,922)
<p><i>Washington State Bar News</i> is the official publication of the WSBA and serves as the primary method of print communications that is received by all WSBA</p>	

FTE Staff: 2.76	<p>members and is available to inactive and emeritus members on request. A digital online version is also available. The Editorial Advisory Committee provides oversight and guidance as needed. Authors are volunteers and are not paid for their contributions. Editing and production of <i>Bar News</i> is administered by the staff in the Communications Department.</p> <p><i>Bar News</i> revenues are received from sales of advertisements (display ads, classified ads, professional ads, and announcements) and subscriptions. Expenses include outside sales management, printing, mailing services, postage, and some artwork. All design and layout, as well as much of the photography and artwork, are performed in house.</p>
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<b>BOARD OF GOVERNORS</b>	
<i>Office of Executive Director</i>	
Revenue	\$0
Expense	\$476,753
Net	(\$476,753)
This cost center supports the president, the president-elect, the Board of Governors' work and meetings, and Board committees. The budget includes funding for Board meetings, Board committees, and governor travel and outreach (to local, specialty, and minority bar associations, committees, sections, etc.).	
FTE Staff: 1.40	

<b>CHARACTER &amp; FITNESS BOARD</b>	
<i>Regulatory Services Department</i>	
Revenue	\$0
Expense	\$31,151
Net	(\$31,151)
The Character and Fitness Board conducts hearings to determine whether applicants for admission to the practice of law can establish that they have the good moral character and fitness required to engage in the practice of law. After reading the hearing materials and considering the testimony, the Board prepares written findings and a recommendation, which are submitted to the Washington Supreme Court for final decision and action. The Board generally meets one day a month, and most of the meetings last all day.	
FTE Staff: 0.05	

<b>COMM FTE – DEPT HEADCOUNT ALLOCATION</b>	
<i>Communications Department</i>	
Revenue	\$0
Expense	\$223,276
Net	(\$223,276)
This category includes the management FTE expense related to Communication that cannot be categorized into any other cost center.	
FTE Staff: 1.00	

<b>COMMUNICATION STRATEGIES</b>	
<i>Communications Department</i>	
Revenue	\$0
Expense	\$726,303
Net	(\$726,303)
Communication Strategies is responsible for member, public, and internal communications; branding and reputation management; media and public relations; marketing; special events; and strategic communication tools aimed at improving member and public engagement and outreach (including content strategy for the WSBA website, WSBA's blog (NW Sidebar), social media channels, and broadcast emails.). The Communication Strategies Team works with all WSBA departments to support the communications and marketing of WSBA programs, services, and matters of interest to members and the public.	
FTE Staff: 5.17	

<b>DISCIPLINE</b>	
<i>Office of Disciplinary Counsel</i>	
Revenue	\$105,877
Expense	\$6,004,654
Net	(\$5,898,777)
The Washington State Supreme Court's exclusive responsibility to administer the lawyer, LPO, and LLLT discipline and disability systems is delegated by court rule to WSBA. This function is discharged in part by the lawyers and staff of the Office of Disciplinary Counsel (ODC), which is responsible for investigating allegations of licensee misconduct and disability, prosecuting violations of the Rules of Professional Conduct, and seeking transfers to disability-inactive status for licensees lacking the capacity to practice law. The ODC receives on average	
FTE Staff: 36.75	

	<p>more than 1,800 written grievances against lawyers per year. The intake team identifies and dismisses grievances that do not allege unethical conduct, and forwards well-grounded matters to disciplinary counsel for further investigation and possible disciplinary action, disability proceedings, and in some cases interim suspension proceedings. ODC also has responsibility for investigation and prosecution of ethical misconduct by LPOs and LLLTs upon referral from the corresponding regulatory board. Matters not resolved by stipulation are heard before WSBA hearing officers and in some cases the applicable regulatory board and the Supreme Court. Many matters involving less serious misconduct are diverted from discipline into the Diversion Program. ODC's intake unit fields a substantial number of calls, letters, and emails, primarily from individuals with concerns about their relationship with a lawyer. The intake staff tries to resolve client-lawyer communication issues, file disputes, and some fee disputes informally without the need for recourse to written grievances. In addition to supporting investigative work, ODC auditors review trust account overdraft notices and conduct random examinations of trust account books and records. Revenues consist largely of recovery of discipline costs and expenses and service fees for providing discipline history summaries. ODC expenses are primarily staff-related. Other expenses include litigation expenses, court reporters, costs and fees for conflicts/outside counsel, disability evaluation costs, online legal research, law library materials, and other administrative expenses.</p>
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<b>DIVERSITY</b>		
		<i>Equity and Justice Department</i>
Revenue	\$145,374	This cost center captures the cost of WSBA's staffing and programming to implement the statewide WSBA Diversity and Inclusion Plan. Activities supported by this cost center include diversity centered research, community networking events held across the state, events to promote inclusion and provide opportunities for mentorship such as the Seattle University Law School ARC Reception, and outreach to and collaboration with Washington's minority bar associations (MBAs). This cost center also supports the WSBA Diversity Committee, development of three diversity-related CLE programs for the Legal Lunchbox and other educational events. The diversity programs are supported by a \$135,000 grant from the Washington State Bar Foundation in FY21.
Expense	\$438,712	
Net	(\$293,338)	
FTE Staff: 2.40		

<b>EJD FTE – DEPT HEADCOUNT ALLOCATION</b>		
		<i>Equity and Justice Department</i>
Revenue	\$0	This category includes the management FTE expense related to Equity and Justice that cannot be categorized into any other cost center.
Expense	\$181,312	
Net	(\$181,312)	
FTE Staff: 1.01		

<b>FOUNDATION</b>		
		<i>Office of Executive Director</i>
Revenue	\$0	The Washington State Bar Foundation is the fundraising arm of the WSBA. This cost center reflects the staffing, operations, and administrative support WSBA provides to the Foundation in exchange for its fundraising services. The Foundation will contribute \$265,000 in revenue to WSBA's FY22 budget to support public service and diversity efforts within the Equity and Justice Department cost centers.
Expense	\$128,667	
Net	(\$128,667)	
FTE Staff: 1.00		

<b>HUMAN RESOURCES</b>		
		<i>Human Resources Department</i>
Revenue	\$0	The Human Resources Department handles all human resources functions,
Expense	\$459,421	



Net	(\$459,421)	including recruitment and retention, compensation and benefits administration, employee relations, legal compliance, equal employment opportunity, employee on-boarding, ongoing employee training and development, performance management, and human resources policies and procedures. Expenses reflected here are solely for staffing (salaries, benefits, and overhead). Direct costs located in this cost center are allocated out to all cost centers through "Overhead" in the indirect expense allocation. Direct expenses include payroll processing, staff training, and recruiting costs.
FTE Staff: 3.00		

<b>LAW CLERK PROGRAM</b>		
		<i>Regulatory Services Department</i>
Revenue	\$222,500	This cost center captures the revenue and expenses for the Rule 6 Law Clerk Program. Revenues are generated from application and annual fees. Law Clerks pay an annual fee of \$2,000 to participate in the program. Expenses are the costs of administering the Law Clerk program and the expenses incurred by the Law Clerk Board.
Expense	\$122,443	
Net	\$100,057	
FTE Staff: 0.93		

<b>LEGISLATIVE</b>		
		<i>Communications Department</i>
Revenue	\$0	A Full-time legislative lobbyist and legislative assistant work closely with WSBA leadership and sections to formulate positions on legislation, track relevant legislation during session and provide technical advice to the Legislature. Expenses include the cost of office space in Olympia during session as well as legislative outreach.
Expense	\$271,935	
Net	(\$271,935)	
FTE Staff: 1.70		

<b>LICENSING/MEMBERSHIP RECORDS</b>		
		<i>Regulatory Services Department</i>
Revenue	\$378,180	This category includes all activities associated with the collection of annual license fees; processing changes to a member's information on record with the WSBA; providing mailing and emailing lists for internal and external requesters consistent with WSBA policy, bylaws, and the Admission and Practice Rules; and maintaining the membership records database. Revenues are generated from application fees for pro hac vice, as well as sales of member contact information, member status certificates, investigation fees for status changes, and revenue for photo bar cards. Expenses are primarily printing and postage costs for the annual license packets, and the costs of administering the pro hac vice programs, the license renewal process, and all status changes.
Expense	\$606,309	
Net	(\$228,129)	
FTE Staff: 3.83		

<b>LIMITED LICENSE LEGAL TECHNICIAN</b>		
		<i>Regulatory Services Department</i>
Revenue	\$29,961	This program administers and regulates the Limited License Legal Technician (LLLT) program (APR 28). This rule adopted in 2012, and administration of this function was delegated by the Supreme Court to WSBA. In a letter dated June 4, 2020 the Supreme Court decided to sunset the LLLT program in July 2021. The Court then issued a subsequent order allowing candidates who have met all other requirement by July 31, 2021 until July 31, 2022 to obtain the required substantive law-related experience. Revenues consist of fees for exams, licensing, and waivers. Expenses include the costs of administering the exam, Board expenses, and staffing the program.
Expense	\$97,783	
Net	(\$67,822)	
FTE Staff: 0.48		

<b>LIMITED PRACTICE OFFICERS</b>		
		<i>Regulatory Services Department</i>
Revenue	\$208,728	This program administers and regulates the Limited Practice Officer (LPO) licensing program (APR 12), which the Supreme Court delegated to the WSBA in 2002.
Expense	\$125,917	
Net	\$82,811	

FTE Staff: 0.73	Revenues are received from annual license fees, twice-yearly examination fees, and late fees. Expenses are the costs of administering the program, which is generally self-supporting, as well as expenses to support the Limited Practice (LP) Board which oversees the program.
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<b>MANDATORY CONTINUED LEGAL EDUCATION</b>	
<i>Regulatory Services Department</i>	
Revenue	\$1,209,750
Expense	\$692,097
Net	\$517,653
FTE Staff: 4.88	<p>MCLE administration is a core regulatory function of the WSBA. The MCLE team processes requests for accreditation of CLE programs, and tracks WSBA member earned credits and the CLE certifications and requirements of individual members to ascertain whether they have completed the minimum continuing education requirements of APR 11. Every year, approximately one-third of the active WSBA members are required to report their MCLE credits.</p> <p>Revenues are received from sponsors to accredit courses and to track attendance. Revenues are also received from members and sponsors who pay late fees assessed because they missed reporting or other deadlines. The Court's extension of the 2019-2020 reporting period by one year means that members who did not report last year will be reporting this year in addition to those who would regularly report this year.</p> <p>Expenses are the costs of administering MCLE accreditation and compliance tracking, as well as expenses to support the MCLE board, which oversees the program.</p>

<b>MEMBER ASSISTANCE PROGRAM</b>	
<i>Advancement Department</i>	
Revenue	\$45,450
Expense	\$368,567
Net	(\$323,117)
FTE Staff: 1.48	<p><u>Member Wellness Program:</u></p> <p>The Member Wellness Program is a confidential (APR 19) program whose goal is to help lawyers prevent and/or address psychological, emotional, addiction, family, health, stress, and other personal problems, and provide education and services to foster member well-being. Services include assessment, short-term consultation, group services (e.g. For Job Seekers) and referral, follow-up, and training. MWP administers all Diversion Program respondent evaluations and handles evaluation interviews, written reports, monitoring, and consultations with other treating professionals and ODC staff. MWP also provides judicial officer referrals for clinical service through the Judicial Assistance Services Program (JASP).</p> <p>Additionally, MWP makes assistance available to all WSBA members through a community partner, KEPRO, whose licensed professionals are available 24/7 to assess, treat, and refer impaired lawyers. This program, known as WSBA Connects, provides members access to a suite of work/life integration services including financial counseling, family caregiver referral, and online resources and information to address a wide range of personal and work issues. Extended resources include a free, statewide MWP-trained peer advisor network, self-care website resources, and fee or low cost work and wellness educational programming. Revenues come from Diversion Program fees; expenses are principally staff-related costs.</p> <p><u>Practice Management Assistance:</u></p> <p>The WSBA Practice Management Assistance program is a free benefit available to WSBA members. The program supports members in solo and small-firm practice and those going through practice transitions by offering free telephone consultations, referrals to external consultants, offering discounts to practice management vendors, teaching CLEs relevant to practice management, and promoting WSBA online guides.</p>

<b>MEMBER SERVICES AND ENGAGEMENT</b>	
<i>Advancement Department</i>	
Revenue	\$144,300
Expense	\$707,990
Net	(\$563,690)
FTE Staff: 5.57	
<p>Member Services and Engagement coordinates and executes a range of projects, including New Member Education, Legal Lunchbox, and Mini-CLE's.</p> <p><u>New Member Education:</u> New Member education programs provide an opportunity for members who qualify as "new members" to obtain CLE accredited education developed specifically for members entering the profession or transitioning to a new practice area. In FY22 this cost center will support the direct and indirect costs of developing a 24-credit Practice Primer Track and the annual Trial Advocacy Program. The Practice Primer is delivered in structured learning tracks in a particular substantive area of law and is delivered as a series over a three month period. The Trial Advocacy Program consists of a two-day seminar that covers the basics of a trial. After the seminar, students have the opportunity to participate in a live mock trial. WSBA also converts the programs to an on-demand seminar.</p> <p><u>Legal Lunchbox:</u> This cost center includes costs associated with the development of the WSBA Legal Lunch Box Series, free monthly CLEs with annual attendance in excess of 20,000. The cost center also includes the revenue for sponsorship and online sales associated with the Legal Lunchbox Series.</p> <p><u>Mini-CLE:</u> WSBA partners with the sections in development of Mini-CLES. Mini CLEs are short (no longer than 2 hours) programs developed by the WSBA Sections at a reduced cost to members (registration fees range from zero to \$35.00). WSBA serves as the Form-1 sponsor, ensuring that programs are accredited appropriately, registration pages are established on the WSBA CLE Store and that credits for each program are reported in a timely manner. WSBA also provides limited marketing support for the programs. This cost center represents the indirect costs to support the Mini-CLE program.</p>	

<b>OFFICE OF THE EXECUTIVE DIRECTOR</b>	
<i>Office of the Executive Director</i>	
Revenue	\$0
Expense	\$595,200
Net	(\$595,200)
FTE Staff: 2.00	
<p>The budget includes funding for ED travel for outreach to local, specialty, and minority bar association, committees, sections, etc. Also included are staff-related expenses. In FY22 this cost center continues to earmark support for the Washington Leadership Institute.</p>	

<b>OFFICE OF GENERAL COUNSEL</b>	
<i>Office of General Counsel</i>	
Revenue	\$0
Expense	\$996,039
Net	(\$996,039)
FTE Staff: 6.09	
<p>The Office of General Counsel serves as counsel to WSBA, including the Executive Director and the Board of Governors. This office handles or oversees litigation against WSBA, interprets WSBA Bylaws, and provides information and advice on other legal issues. It also handles public records requests, custodianship matters, the Lawyers Fund for Client Protection applications, investigation, training, procedural advice, and logistical support for the Disciplinary Board, as well as Chief Hearing Officer, Hearing Officers, and Conflicts Review Officers. This office also coordinates contracting with and appointment of outside counsel representing allegedly incapacitated respondents in the lawyer discipline and incapacity system. Staff in this office also support various boards, committees, task forces, and workgroups, including the Court Rules Committee, Discipline Advisory Round Table, Discipline Selection Panel, Practice of Law Board, and Committee on Professional Ethics. Expenses are primarily staff-related.</p>	

<b>OFFICE OF GENERAL COUNSEL – DISCIPLINARY BOARD</b>	
<i>Office of General Counsel</i>	
Revenue	\$0
Expense	\$302,291
Net	(\$302,291)
FTE Staff: 1.30	

One assistant general counsel devotes approximately half of their time to this function, assisted by the Clerk to the Disciplinary Board, who handles the filing for disciplinary matters. Expense include support of the Disciplinary Board as well as staffing.

<b>PRACTICE OF LAW BOARD</b>	
<i>Office of General Counsel</i>	
Revenue	\$0
Expense	\$84,486
Net	(\$84,486)
FTE Staff: 0.48	

The Practice of Law Board is established by Supreme Court rule and administered by the WSBA to assist in educating the public about authorized practice; make recommendations to the Supreme Court regarding the definition of the practice of law and ways that others besides lawyers can assist members of the public who are in need of legal services; and review and refer allegation of the unauthorized practice of law (UPL).

<b>PROFESSIONAL RESPONSIBILITY PROGRAM</b>	
<i>Advancement Department</i>	
Revenue	\$0
Expense	\$282,184
Net	(\$282,184)
FTE Staff: 1.59	

This program includes the Ethics Line, a resource for members to get assistance with ethics questions before they have taken action (approximately 40-50 calls each week); support for the Committee on Professional Ethics; statewide educational ethics presentations, and assistance and advice on ethics issues in publications and other Bar programming.

<b>PUBLIC SERVICE PROGRAMS</b>	
<i>Equity and Justice Department</i>	
Revenue	\$130,000
Expense	\$403,682
Net	(\$273,682)
FTE Staff: 1.30	

Public Service Programs includes staffing and support for the WSBA Moderate Means Program, the Powerful Communities Project, the Pro Bono and Public Service Committee, and other activities to promote pro bono and public service like an improved pro bono portal for members to more easily find opportunities and to inspire more members through improved pro bono recognition. Much of this support is provided in the form of grant funding to the partners through the Powerful Communities Project and the Moderate Means Program. Public Service Programs will continue to be supported by a grant of \$130,000 from the Washington State Bar Foundation.

<b>PUBLICATION AND DESIGN SERVICES</b>	
<i>Communications Department</i>	
Revenue	\$0
Expense	\$106,573
Net	(\$106,573)
FTE Staff: 0.89	

Publication and Design Services is responsible for editing and oversight of WSBA publications (including but not limited to, Deskbooks, Sections publications, and Bar News); graphic design for WSBA projects, programs, events, and CLE marketing; and shared oversight of, and set up of products on the WSBA online store.

<b>RSD FTE – DEPT HEADCOUNT ALLOCATION</b>	
<i>Regulatory Services Department</i>	
Revenue	\$0
Expense	\$513,908
Net	(\$513,908)
FTE Staff: 2.78	

This category includes the management FTE expense related to Regulatory Services that cannot be categorized into any other cost center.

<b>SECTIONS ADMINISTRATION</b>	
<i>Advancement Department</i>	
Revenue	\$286,875

Expense	\$290,307	The WSBA has 29 practice sections and provides the administrative functions necessary to support them. All expenses within this cost center comprise the Section Per Member Charge (PMC). Sections reimburse WSBA for the cost of supporting sections through a charge of \$18.75 per member (shown as revenue in this cost center and as an expense on each section's financial statement). Expenses are the costs associated with the preparation and mailing of the annual section dues invoices, the collection of section dues, and staff-related expenses.
Net	(\$3,432)	
FTE Staff: 2.58		

<b>SERVICE CENTER</b>		
		<i>Office of the Executive Director</i>
Revenue	\$0	The Service Center is responsible for meeting facilities, mail and print services, and reception duties on WSBA's public floor. The Service Center also responds to general calls and emails to WSBA. In a typical year, the Service Center might support more than 1,500 on site and remote meetings and events and handle more than 45,000 communications with members and the public. The Service Center also manages internal operations for WSBA such as ordering supplies, overseeing vending for common staff areas, and implementing security protocols.
Expense	\$652,436	
Net	(\$652,436)	
FTE Staff: 5.71		

<b>TECHNOLOGY</b>		
		<i>Information Technology Department</i>
Revenue	\$0	This category includes the resources devoted to developing and maintaining WSBA's technology infrastructure and business applications. Expenses reflected here are solely for staffing (salaries, benefits, and overhead). Direct costs located in this cost center are allocated out to all cost centers through "Overhead" in the indirect expense allocation. The direct expenses are for hardware, software, and the ongoing maintenance necessary to support the WSBA's technology needs, data security and management, and disaster recovery work. Falling into these categories are application and database servers, network devices, switches and cabling equipment, workstations (desktops and laptops), printers, fax machines, telecommunications (phone switch and phone sets), and software. Software includes Microsoft Office products as well as other business applications (e.g., membership database, MCLE tracking system, Online Admissions software, Limited Practice Officer software, case management software, website management software, desktop publishing and graphics software, and accounting software).
Expense	\$1,813,143	
Net	(\$1,813,143)	
FTE Staff: 13.00		

<b>VOLUNTEER ENGAGEMENT</b>		
		<i>Office of the Executive Director</i>
Revenue	\$0	The Volunteer Engagement Cost Center includes General Marketing, Volunteer Recruitment, Volunteer Appreciation, and Volunteer Support. In FY22 the major projects will include researching and deploying a volunteer engagement tool for volunteers to easily access agenda, minutes, and materials, as well as collaborate with members of their committees, boards, and councils.
Expense	\$114,280	
Net	(\$114,280)	
FTE Staff: 0.60		

**CLE FUND**

**The CLE Fund is a board-designated operating reserve, consisting of net income from CLE activities, to cover net loss and extraordinary costs of CLE programs, products and/or capital acquisitions as needed.**

<b>CLE SEMINARS - PRODUCTS</b>		
		<i>Advancement Department</i>
Revenue	\$1,904,985	The CLE cost center includes revenues and costs associated with CLE live
Expense	\$1,479,489	

Net	\$425,496	seminars and on-demand seminars. Revenues include live seminar registrations, sponsorships, online sales of course books, and sales of on-demand CLE seminars (both video and audio). Consistent with revenues, expenses reflect the cost of production of seminars and products. Beginning in FY19 the fiscal policy for sharing CLE revenue with Sections changed. Under the new policy, Sections and WSBA CLE will split live and on-demand seminar revenue after actual direct and indirect costs have been recouped. This policy shift will increase the overall splits to Sections as compared to the former policy which was based on live revenue only. In FY17, Deskbooks were included in this cost center; they are now accounted for separately in the Deskbooks cost center.
FTE Staff: 8.12		

<b>DESKBOOKS</b>		<i>Communication Department</i> WSBA PUBLISHES A LIBRARY OF 18 Deskbook titles in substantive areas of Washington law such as family law and real property, as well as civil procedure and ethics; these Deskbooks are intensively researched and edited authoritative treatises that have been cited in over 250 Washington state and federal appellate court options. Included in the CLE cost center in FY22, this cost center includes revenues and expenses related to the development, publication, and sale of WSBA Deskbooks. Deskbook authors and editors are volunteers who are not paid for their contributions. Revenues are received from sales of Deskbooks (in print and online). Expense include contract services for cite-checking, copyediting, creation of tables of authorities, indexing, and desktop publishing, as well as the cost of vendor agreements for printing and binding.
Revenue	\$167,600	
Expense	\$282,641	
Net	(\$115,041)	
FTE Staff: 1.50		

**SECTIONS FUND**  
The Sections Fund is a board-designated fund created in 1994, which consists of the collective net income/loss of all 29 WSBA Sections that is carried over from year to year.

<b>SECTIONS OPERATIONS</b>		Sections carry forward the results of their fiscal operations, whether positive or negative. The negative net balance this fiscal year reflects a planned draw-down by certain sections or their reserve balances. Revenues include section dues, the section portion of revenue from CLE seminars, and other revenues. Expenses represent the direct expenses for section activities and reimbursement to the general fund.
Revenue	\$637,652	
Expense	\$899,652	
Net	(\$262,000)	

**CLIENT PROTECTION FUND**  
This legally restricted fund was created in 1995 by the Washington Supreme Court and WSBA.

<b>CLIENT PROTECTION FUND</b>		<i>Office of General Counsel</i> The Client Protection Fund (CPF) compensates persons who are the victims of the dishonest taking of, or failure to account for, client funds or property by a lawyer. It does not cover malpractice claims or fee disputes. All payments are discretionary and must be approved by the Client Protection Board or, in the case of payments over \$25,000, by the Board of Governors, who serves as the trustee
Revenue	\$830,253	
Expense	\$660,675	
Net	\$169,578	
FTE Staff: 1.23		

of the Fund. The CPF is funded by a mandatory annual assessment of \$20 per active member and pro hac vice admissions.

## INDIRECT EXPENSES

### INDIRECT EXPENSES

Revenue	\$0
Expense	\$20,065,197
Net	(\$20,065,197)

The Indirect Expense includes amounts budgeted for staff salaries, benefits, and overhead. Salary expenses are allocated to cost centers based on the actual salaries of employees working in those cost center. When possible, benefits are also allocated to cost centers based on the actual benefits expense of employees working in those cost centers, the remaining benefit expense is allocated based on the number of FTEs (full-time equivalents) in that cost center. This cost center also details overhead expenses such as rent, insurance, professional fees, office supplies, postage, maintenance, human resources direct expenses, technology direct expenses, and other expenses that benefit WSBA as a whole. These expenses are allocated to each cost center based on the number of FTEs in that cost center and are reflected on the line "Other Indirect Expense" in each cost center budget.

Salaries:

The increase from the FY21 Reforecast and the FY22 Budget is comprised of three items:

- A 3% salary increase
- The full year impact of 24 open positions in FY21
- 6 proposed promotions

Allowance for Open Positions for FY22:

The budget includes a \$200,000 reduction of the overall salary budget to account for salary expense savings due to staffing vacancies throughout the year.

Benefits:

WSBA employees participate in the State medical and retirement programs, thus rates for these benefits are set by the state of Washington.

Rent:

Rent expense for FY22 is \$2,029,301

Depreciation:

This expense consists of: capital items (items that cost +\$2500 with an estimated useful life of more than one year) including tenant improvements at WSBA's office space at Puget Sound Plaza; new copiers, and computer hardware.

Insurance:

The WSBA's cost of insurance has increased by 6% in FY22 to \$238,839.

## **Section 2**



**Washington State Bar Association**  
**FY2022 Budget v3**

**REVENUE:**

	<b>FY21 Reforecast</b>	<b>FY22 Budget v3</b>	<b>\$ Change in Budget F/(U)</b>	<b>% of change F/(U)</b>
Copy Fees	\$ 87	\$ -	\$ (87)	-100%
Diversion	\$ 9,000	\$ 7,000	\$ (2,000)	-22%
Donations & Grants	\$ 228,000	\$ 265,000	\$ 37,000	16%
Interest - Investments	\$ 9,790	\$ 10,570	\$ 780	8%
License Fees	\$ 15,576,169	\$ 15,722,944	\$ 146,774	1%
License Fees - New Admittees	\$ 478,899	\$ 587,374	\$ 108,475	23%
License Fees - Late Fees	\$ 257,271	\$ 255,307	\$ (1,964)	-1%
License Fees - ReinStatements	\$ 5,928	\$ 14,177	\$ 8,249	139%
Publications Revenue	\$ 6,000	\$ 4,000	\$ (2,000)	-33%
Royalties	\$ 51,250	\$ 51,250	\$ -	0%
NMP Product Sales	\$ 18,000	\$ 80,000	\$ 62,000	344%
Shipping & Handling	\$ 3,241	\$ -	\$ (3,241)	-100%
Status Certificate Fees	\$ 26,115	\$ 26,300	\$ 185	1%
Sponsorships	\$ 3,000	\$ 8,000	\$ 5,000	167%
Annual or Other Meeting Rev	\$ 4,200	\$ 2,000	\$ (2,200)	-52%
Receptions Revenue	\$ 250	\$ -	\$ (250)	-100%
Conferences & Institutes	\$ 5,000	\$ 8,000	\$ 3,000	60%
Seminar Registrations	\$ 652,717	\$ 866,500	\$ 213,783	33%
Mini-CLE Revenue	\$ 31,050	\$ 36,070	\$ 5,020	16%
Seminar Revenue-Other	\$ 5,000	\$ 20,000	\$ 15,000	300%
Seminar Splits w/CLE	\$ 81,064	\$ 139,494	\$ 58,430	72%
Seminar Splits w/Others	\$ 17,300	\$ 8,000	\$ (9,300)	-54%
Work Study Grants	\$ 10,374	\$ 10,374	\$ -	0%
Bar Exam Fees	\$ 1,014,931	\$ 1,200,000	\$ 185,069	18%
Bar Exam Late Fees	\$ 44,390	\$ 42,000	\$ (2,390)	-5%
House Counsel Application Fees	\$ 38,766	\$ 40,000	\$ 1,234	3%
Rule 9/Legal intern Fees	\$ 11,192	\$ 12,000	\$ 808	7%
Law Clerk Fees	\$ 209,637	\$ 220,000	\$ 10,363	5%
LLLT Exam Late Fee	\$ 1,350	\$ 600	\$ (750)	-56%
LLLT License Fees	\$ 9,985	\$ 14,449	\$ 4,464	45%
LLLT Exam Fees	\$ 14,300	\$ 13,500	\$ (800)	-6%
Foreign Law Consultant Fees	\$ 1,860	\$ 620	\$ (1,240)	-67%
Law Clerk Application Fees	\$ 4,031	\$ 2,500	\$ (1,531)	-38%
Special Admissions	\$ 4,157	\$ 7,020	\$ 2,863	69%
Investigation Fees	\$ 23,499	\$ 22,951	\$ (548)	-2%
Pro Hac Vice	\$ 299,074	\$ 325,000	\$ 25,926	9%

	<b>FY21 Reforecast</b>	<b>FY22 Budget v3</b>	<b>\$ Change in Budget F/(U)</b>	<b>% of change F/(U)</b>
LLLT Late License Fees	\$ -	\$ 1,412	\$ 1,412	100%
Audit Revenue	\$ 1,277	\$ 1,877	\$ 600	47%
BNews Display Advertising	\$ 300,000	\$ 450,000	\$ 150,000	50%
BNews Subscript/Single Issues	\$ 200	\$ 200	\$ 0	0%
BNews Classified Advertising	\$ 7,500	\$ 5,000	\$ (2,500)	-33%
BNews Gen Announcements	\$ 7,500	\$ 14,000	\$ 6,500	87%
BNews Prof Announcements	\$ 20,000	\$ 22,500	\$ 2,500	13%
Job Target Advertising	\$ 120,000	\$ 150,000	\$ 30,000	25%
Deskbook Sales	\$ 74,000	\$ 82,000	\$ 8,000	11%
Coursebook Sales	\$ 4,000	\$ 10,000	\$ 6,000	150%
MP3 Sales	\$ 129,051	\$ 209,617	\$ 80,566	62%
Digital Video Sales	\$ 433,339	\$ 829,368	\$ 396,029	91%
Section Publication Sales	\$ 10,000	\$ 9,000	\$ (1,000)	-10%
Resold Product Sales	\$ 12,000	\$ 31,600	\$ 19,600	163%
LOIS Royalties	\$ 2,000	\$ -	\$ (2,000)	-100%
Casemaker Royalties	\$ 40,000	\$ 45,000	\$ 5,000	13%
Recovery of Discipline Costs	\$ 80,000	\$ 85,000	\$ 5,000	6%
Discipline History Summary	\$ 15,000	\$ 15,000	\$ -	0%
Practice Monitor Fees	\$ -	\$ 4,000	\$ 4,000	100%
CPF Restitution	\$ 9,662	\$ 30,000	\$ 20,338	210%
CPF Member Assessments	\$ 515,540	\$ 795,753	\$ 280,213	54%
Interest Revenue	\$ 6,667	\$ -	\$ (6,667)	-100%
Member Contact Information	\$ 4,211	\$ 4,200	\$ (11)	0%
Photo Bar Card Sales	\$ 286	\$ 280	\$ (6)	-2%
LPO Examination Fees	\$ 20,500	\$ 24,000	\$ 3,500	17%
LPO Exam Late Fee	\$ 3,200	\$ 4,000	\$ 800	25%
LPO License Fees	\$ 172,435	\$ 174,077	\$ 1,642	1%
LPO Late License Fees	\$ 3,635	\$ 5,100	\$ 1,465	40%
LPO License Fees - ReinStates	\$ -	\$ 1,000	\$ 1,000	100%
Accredited Program Fees	\$ 497,600	\$ 515,000	\$ 17,400	3%
Form 1 Late Fee	\$ 190,200	\$ 220,000	\$ 29,800	16%
Member Late Fees	\$ 2,700	\$ 300,000	\$ 297,300	11011%
Annual Accredited Sponsor Fees	\$ 41,750	\$ 39,250	\$ (2,500)	-6%
Attendance Late Fees	\$ 94,000	\$ 95,000	\$ 1,000	1%
COMITY Certificates - Request	\$ 13,000	\$ 13,500	\$ 500	4%
COMITY Certificates - Submit	\$ -	\$ 27,000	\$ 27,000	100%
Trial Advocacy Program	\$ -	\$ 15,000	\$ 15,000	100%
Reimbursements From Sections	\$ 272,000	\$ 286,875	\$ 14,875	5%
Section Dues Revenue	\$ 439,445	\$ 439,178	\$ (267)	0%
<b>TOTAL REVENUE</b>	<b>\$ 22,699,575</b>	<b>\$ 24,977,787</b>	<b>\$ 2,278,212</b>	<b>10%</b>

	FY21 Reforecast	FY22 Budget v3	\$ Change in Budget F/(U)	% of change F/(U)
<b>DIRECT EXPENSES:</b>				
Bad Debt Expense	\$ 1,033	\$ -	\$ 1,033	100%
Depreciation	\$ 2,263	\$ 384	\$ 1,879	83%
Bank Fees	\$ 1,395	\$ 2,160	\$ (765)	-55%
Consulting Services	\$ 236,500	\$ 191,375	\$ 45,125	19%
Donations/Sponsorships/Grants	\$ 232,193	\$ 250,280	\$ (18,087)	-8%
Equipment, Hardware & Software	\$ 200	\$ -	\$ 200	100%
Postage	\$ 116,432	\$ 119,100	\$ (2,668)	-2%
Printing & Copying	\$ 250,650	\$ 230,850	\$ 19,800	8%
Publications Production	\$ 250	\$ 250	\$ -	0%
YLL Section Program	\$ 1,500	\$ 1,500	\$ -	0%
Records Storage - Off Site	\$ 8,100	\$ -	\$ 8,100	100%
CLE Comps	\$ 1,000	\$ -	\$ 1,000	100%
Staff Travel/Parking	\$ 49,353	\$ 91,338	\$ (41,985)	-85%
Staff Training & Conferences	\$ 1,170	\$ 129,144	\$ (127,974)	-10938%
Staff Membership Dues	\$ 15,988	\$ 18,095	\$ (2,107)	-13%
Subscriptions	\$ 9,559	\$ 10,151	\$ (592)	-6%
Transcription Services	\$ 4,500	\$ -	\$ 4,500	100%
Supplies	\$ 2,523	\$ 1,150	\$ 1,373	54%
Surveys	\$ -	\$ 51,500	\$ (51,500)	-100%
Digital/Online Development	\$ 11,533	\$ 2,114	\$ 9,419	82%
Telephone	\$ 24,759	\$ 88,606	\$ (63,848)	-258%
Conference Calls	\$ 8,430	\$ 6,061	\$ 2,369	28%
Miscellaneous	\$ 3,833	\$ -	\$ 3,833	100%
Pro Bono& Legal Aid Committee	\$ 2,000	\$ 2,000	\$ -	0%
ATJ Board Retreat	\$ 2,000	\$ 2,000	\$ -	0%
Leadership Training	\$ 35,333	\$ 59,000	\$ (23,667)	-67%
ATJ Board Expense	\$ 18,000	\$ 24,000	\$ (6,000)	-33%
Facility, Parking, Food	\$ 20,000	\$ 108,500	\$ (88,500)	-443%
Examiner Fees	\$ 26,000	\$ 36,000	\$ (10,000)	-38%
UBE Examinations	\$ 121,000	\$ 126,900	\$ (5,900)	-5%
Board of Bar Examiners	\$ -	\$ 23,000	\$ (23,000)	-100%
Bar Exam Proctors	\$ (133)	\$ 27,000	\$ (27,133)	-20454%
Character & Fitness Board Exp	\$ 1,000	\$ 5,700	\$ (4,700)	-470%
Disability AccommodationS	\$ 9,491	\$ 22,000	\$ (12,509)	-132%
Character & Fitness Investi	\$ 406	\$ 1,100	\$ (694)	-171%
Law School Visits	\$ 750	\$ 1,450	\$ (700)	-93%
Law Clerk Board	\$ 624	\$ 7,000	\$ (6,376)	-1023%
Rule 9 Task Force	\$ 50,000	\$ -	\$ 50,000	100%
Law Clerk Outreach	\$ 100	\$ 1,000	\$ (900)	-900%
Depreciation-Software	\$ 16,950	\$ 19,524	\$ (2,574)	-15%
ABA Delegates	\$ 8,934	\$ 3,334	\$ 5,600	63%

	<b>FY21 Reforecast</b>	<b>FY22 Budget v3</b>	<b>\$ Change in Budget F/(U)</b>	<b>% of change F/(U)</b>
Section/Committee Chair Mtgs	\$ 950	\$ 1,500	\$ (550)	-58%
APEX Dinner Expenses	\$ 25,000	\$ 25,000	\$ -	0%
50 Year Member Tribute Lunch	\$ 15,000	\$ 11,200	\$ 3,800	25%
Washington Leadership Institute	\$ 88,000	\$ 80,000	\$ 8,000	9%
Jud Recommend Committee	\$ 3,500	\$ 4,500	\$ (1,000)	-29%
Committee for Diversity	\$ 4,900	\$ 6,000	\$ (1,100)	-22%
Diversity Events & Projects	\$ 17,250	\$ 18,000	\$ (750)	-4%
LLLT Board	\$ 2,450	\$ 21,000	\$ (18,550)	-757%
Exam Writing	\$ 15,125	\$ 17,400	\$ (2,275)	-15%
Graphics/Artwork	\$ 250	\$ 200	\$ 50	20%
Outside Sales Expense	\$ 90,000	\$ 98,000	\$ (8,000)	-9%
Editorial Advis Committee Exp	\$ 500	\$ 500	\$ -	0%
BOG Meetings	\$ 89,114	\$ 143,000	\$ (53,886)	-60%
BOG Committees' Expenses	\$ 4,635	\$ 20,000	\$ (15,365)	-331%
BOG Retreat	\$ 15,253	\$ 15,000	\$ 253	2%
BOG Conference Attendance	\$ 6,988	\$ 25,000	\$ (18,012)	-258%
BOG Travel & Outreach	\$ 11,535	\$ 25,000	\$ (13,465)	-117%
ED Travel & Outreach	\$ 3,333	\$ 5,000	\$ (1,667)	-50%
Public Defense	\$ 4,400	\$ 6,000	\$ (1,600)	-36%
Communications Outreach	\$ 18,632	\$ 15,000	\$ 3,632	19%
BOG Elections	\$ 28,840	\$ 26,900	\$ 1,940	7%
Board of Trustees	\$ 1,000	\$ 1,000	\$ -	0%
President's Dinner	\$ 10,000	\$ 10,000	\$ -	0%
Cost of Sales - Deskbooks	\$ 48,875	\$ 64,000	\$ (15,125)	-31%
Cost of Sales - Coursebooks	\$ 1,069	\$ 1,500	\$ (431)	-40%
Cost of Sales - Section Public	\$ 2,800	\$ 2,000	\$ 800	29%
A/V Develp Costs (Recording)	\$ 1,333	\$ 2,000	\$ (667)	-50%
CLE-Equip-Depreciation	\$ 3,188	\$ 1,308	\$ 1,880	59%
Obsolete Inventory	\$ 35,343	\$ -	\$ 35,343	100%
Splits to Sections	\$ 7,500	\$ 3,150	\$ 4,350	58%
Deskbook Royalties	\$ 500	\$ 200	\$ 300	60%
Online Product Hosting Expenses	\$ 46,559	\$ 50,000	\$ (3,441)	-7%
Postage & Delivery-Deskbooks	\$ 3,000	\$ -	\$ 3,000	100%
Postage & Delivry-Coursebooks	\$ 405	\$ -	\$ 405	100%
Fliers/Catalogs	\$ 2,507	\$ -	\$ 2,507	100%
Postage - Fliers/Catalogs	\$ 937	\$ -	\$ 937	100%
Coursebook Production	\$ 500	\$ -	\$ 500	100%
Postage - Fliers/Catalogs	\$ 1,500	\$ 8,000	\$ (6,500)	-433%
Accreditation Fees	\$ 2,772	\$ 3,000	\$ (228)	-8%
Seminar Brochures	\$ -	\$ 20,000	\$ (20,000)	-100%
Facilities	\$ 64,700	\$ 196,200	\$ (131,500)	-203%
Speakers & Program Develop	\$ 7,026	\$ 51,500	\$ (44,474)	-633%
Splits to Sections	\$ 115,000	\$ 110,000	\$ 5,000	4%
Honoraria	\$ 6,700	\$ 1,500	\$ 5,200	78%

	<b>FY21 Reforecast</b>	<b>FY22 Budget v3</b>	<b>\$ Change in Budget F/(U)</b>	<b>% of change F/(U)</b>
CLE Seminar Committee	\$ 100	\$ 250	\$ (150)	-150%
Image Library	\$ 4,436	\$ 4,100	\$ 336	8%
Bar Outreach	\$ 22,302	\$ 16,000	\$ 6,302	28%
Pro Bono CertificateS	\$ 3,800	\$ 2,000	\$ 1,800	47%
Court Reporters	\$ 41,211	\$ 46,250	\$ (5,039)	-12%
Outside Counsel Expenses	\$ 3,000	\$ 2,000	\$ 1,000	33%
Litigation Expenses	\$ 17,667	\$ 26,450	\$ (8,783)	-50%
Disability Expenses	\$ 7,500	\$ 9,000	\$ (1,500)	-20%
Online Legal Research	\$ 71,683	\$ 76,044	\$ (4,361)	-6%
Law Library	\$ 19,410	\$ 11,220	\$ 8,190	42%
Translation Services	\$ 9,250	\$ 9,400	\$ (150)	-2%
Practice Monitor Expenses	\$ -	\$ 4,000	\$ (4,000)	-100%
Organizational Training	\$ 25,000	\$ 20,000	\$ 5,000	20%
WSBA Connects	\$ 46,560	\$ 9,000	\$ 37,560	81%
Recruiting and Advertising	\$ 18,580	\$ 3,000	\$ 15,580	84%
Payroll Processing	\$ 49,000	\$ 50,000	\$ (1,000)	-2%
Salary Surveys	\$ 1,933	\$ 3,000	\$ (1,067)	-55%
Transfer to Indirect Expense	\$ (101,886)	\$ (76,000)	\$ (25,886)	-25%
Library Materials/Resources	\$ 2,000	\$ 6,000	\$ (4,000)	-200%
Prof Liab Insurance	\$ 850	\$ 5,462	\$ (4,612)	-543%
Gifts to injured Clients	\$ 490,880	\$ 500,000	\$ (9,120)	-2%
CPF Board	\$ 877	\$ 1,500	\$ (623)	-71%
Rent - Olympia Office	\$ -	\$ 2,500	\$ (2,500)	-100%
Contract Lobbyist	\$ 26,000	\$ 10,000	\$ 16,000	62%
Lobbyist Contact Costs	\$ -	\$ 1,000	\$ (1,000)	-100%
Legislative Committee	\$ 260	\$ 2,500	\$ (2,240)	-862%
BOG Legislative Committee	\$ 125	\$ 300	\$ (175)	-140%
Licensing Forms	\$ 2,845	\$ 1,900	\$ 945	33%
LPO Board Expenses	\$ 4	\$ 3,000	\$ (2,996)	-68237%
LPO Outreach	\$ -	\$ 5,000	\$ (5,000)	-100%
MCLE Board Expenses	\$ 650	\$ 3,250	\$ (2,600)	-400%
Depreciation-Software	\$ 143,045	\$ 24,263	\$ 118,782	83%
Casemaker/FastCase	\$ 136,436	\$ 137,000	\$ (564)	0%
Speakers & Program Development	\$ -	\$ 2,000	\$ (2,000)	-100%
New Lawyer Outreach Events	\$ 1,500	\$ 1,500	\$ -	0%
New Lawyers Committee	\$ 8,000	\$ 7,500	\$ 500	6%
Disciplinary Board Expenses	\$ 1,274	\$ 3,108	\$ (1,834)	-144%
Chief Hearing Officer	\$ 32,524	\$ 33,000	\$ (476)	-1%
Hearing Officer Expenses	\$ 40,005	\$ 43,000	\$ (2,995)	-7%
Hearing Officer Training	\$ 321	\$ 550	\$ (229)	-72%
Outside Counsel	\$ 55,000	\$ 55,000	\$ -	0%
Court Rules Committee	\$ 1,195	\$ -	\$ 1,195	100%
Discipline Advisory Roundtable	\$ 375	\$ -	\$ 375	100%
Practice of Law Board	\$ 7,825	\$ 12,000	\$ (4,175)	-53%

	<b>FY21 Reforecast</b>	<b>FY22 Budget v3</b>	<b>\$ Change in Budget F/(U)</b>	<b>% of change F/(U)</b>
CPE Committee	\$ 2,627	\$ 3,750	\$ (1,123)	-43%
Custodianship	\$ 7,209	\$ 12,000	\$ (4,791)	-66%
Small Town and Rural Committee	\$ -	\$ 2,000	\$ (2,000)	-100%
Computer Hardware	\$ 60,000	\$ 65,000	\$ (5,000)	-8%
Computer Software	\$ 80,000	\$ 205,000	\$ (125,000)	-156%
Hardware Service & Warranties	\$ 40,000	\$ 50,000	\$ (10,000)	-25%
Software Maint & Licensing	\$ 366,000	\$ 370,000	\$ (4,000)	-1%
Telephone Hardware & Maint	\$ 7,000	\$ -	\$ 7,000	100%
Computer Supplies	\$ 10,000	\$ 2,000	\$ 8,000	80%
Third Party Services	\$ 130,000	\$ 40,000	\$ 90,000	69%
Transfer to Indirect Expenses	\$ (720,583)	\$ (732,000)	\$ 11,417	2%
Trial Advocacy Expenses	\$ 900	\$ 7,000	\$ (6,100)	-678%
Dues Statements	\$ 5,935	\$ 5,935	\$ -	0%
Annual or Other Meeting Expens	\$ 19,300	\$ 17,200	\$ 2,100	11%
Attendance at BOG Meetings	\$ 5,075	\$ 4,075	\$ 1,000	20%
Awards	\$ 6,630	\$ 9,150	\$ (2,520)	-38%
Breakfast/Lunch/Dinner Mtg Exp	\$ 5,500	\$ 5,500	\$ -	0%
Conference/Institute Expense	\$ 26,804	\$ -	\$ 26,804	100%
Executive Committee Expenses	\$ 88,195	\$ 85,375	\$ 2,820	3%
Executive Comm Exp - Other	\$ 34,500	\$ 37,500	\$ (3,000)	-9%
Honorarium	\$ 7,600	\$ 7,300	\$ 300	4%
Ldship/Prof Develop/Retreats	\$ 69,200	\$ 71,150	\$ (1,950)	-3%
Legislative/Lobbying	\$ 2,000	\$ 2,000	\$ -	0%
Membership & Recruiting Exp	\$ 19,800	\$ 20,775	\$ (975)	-5%
Newsletter/Publication Expense	\$ 14,225	\$ 13,350	\$ 875	6%
Per Member Charge	\$ 280,574	\$ 287,423	\$ (6,849)	-2%
Reception/Forum Expense	\$ 26,937	\$ 40,650	\$ (13,713)	-51%
New Lawyer Outreach	\$ 2,300	\$ 3,800	\$ (1,500)	-65%
Scholarships/Donations/Grant	\$ 127,000	\$ 127,500	\$ (500)	0%
Section Committee Expense	\$ 6,200	\$ 6,200	\$ -	0%
Section Special Projects	\$ 11,450	\$ 12,750	\$ (1,300)	-11%
Law School Outreach	\$ 13,000	\$ 8,500	\$ 4,500	35%
Mini-CLE Expense	\$ 59,814	\$ 53,924	\$ 5,890	10%
Seminar Expense - Sections	\$ 53,875	\$ 74,750	\$ (20,875)	-39%
Website Expenses	\$ 7,340	\$ 17,390	\$ (10,050)	-137%
Seminar Scholarships	\$ 2,625	\$ 5,000	\$ (2,375)	-90%
<b>TOTAL DIRECT EXPENSES:</b>	<b>\$ 4,180,058</b>	<b>\$ 4,784,118</b>	<b>\$ (604,060)</b>	<b>-14%</b>

	FY21 Reforecast	FY22 Budget v3	\$ Change in Budget F/(U)	% of change F/(U)
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	\$ 11,325,439	\$ 12,258,996	\$ (933,558)	-8%
Salaries - Budgeted Temporary Employees	\$ 121,304	\$ 222,756	\$ (101,452)	-84%
Salaries - Unanticipated Temps	\$ 6,667	\$ 10,000	\$ (3,333)	-50%
Salaries - Staff Replacement Temps	\$ 72,536	\$ -	\$ 72,536	100%
Salaries - Vacation & Comp Time Accruals	\$ 90,619	\$ -	\$ 90,619	100%
Salaries - Unanticipated Staff Adjustments	\$ -	\$ 40,000	\$ -	-100%
Benefits - Employee Assistance Plan	\$ 5,376	\$ 4,800	\$ 576	11%
Benefits - Employee Service Awards	\$ 1,820	\$ 1,840	\$ (20)	-1%
Benefits - FICA (Employer Portion)	\$ 741,809	\$ 743,343	\$ (1,534)	0%
Benefits - L&I Insurance	\$ 50,169	\$ 49,414	\$ 755	2%
Benefits - WA State Family Medical Leave (ER Portion)	\$ 16,871	\$ 17,337	\$ (465)	-3%
Benefits - Medical (Employer Portion)	\$ 1,473,510	\$ 1,657,574	\$ (184,064)	-12%
Benefits - Parking Benefits	\$ 24,112	\$ -	\$ 24,112	100%
Benefits - Retirement (Employer Portion)	\$ 1,459,747	\$ 1,256,547	\$ 203,200	14%
Benefits - Transportation Allowance	\$ (23,777)	\$ 47,733	\$ (71,510)	-301%
Benefits - Unemployment Insurance	\$ 68,766	\$ 70,000	\$ (1,234)	-2%
Benefits - Staff Contributions to Benefit	\$ (1,456)	\$ -	\$ (1,456)	-100%
Workplace Benefits	\$ 27,748	\$ 45,000	\$ (17,252)	-62%
Staff Development-General	\$ 4,200	\$ -	\$ 4,200	100%
Human Resources Pooled Exp	\$ 211,299	\$ 81,520	\$ 129,779	61%
Meeting Support Expenses	\$ 5,485	\$ 10,000	\$ (4,515)	-82%
Rent	\$ 1,975,334	\$ 2,029,301	\$ (53,967)	-3%
Personal Prop Taxes-WSBA	\$ 9,121	\$ 6,466	\$ 2,654	29%
Furniture, Maint, LH Imp	\$ 30,000	\$ 13,419	\$ 16,581	55%
Office Supplies & Equip	\$ 44,000	\$ 32,741	\$ 11,259	26%
Furn & Office Equip Deprec	\$ 52,285	\$ 43,009	\$ 9,276	18%
Computer Hardware Deprec	\$ 46,773	\$ 24,114	\$ 22,659	48%
Computer Software Deprec	\$ 131,925	\$ 80,904	\$ 51,021	39%
Insurance	\$ 225,718	\$ 238,839	\$ (13,121)	-6%
Work from Home Furniture & Equipment	\$ -	\$ 63,000	\$ (63,000)	100%
Professional Fees-Audit	\$ 32,000	\$ 40,000	\$ (8,000)	-25%
Professional Fees- Legal	\$ 250,000	\$ 250,000	\$ (0)	0%
Telephone & Internet	\$ 63,000	\$ 21,600	\$ 41,400	66%
Postage - General	\$ 23,586	\$ 24,000	\$ (414)	-2%
Records Storage	\$ 26,504	\$ 30,000	\$ (3,496)	-13%
Staff Training	\$ 45,772	\$ -	\$ 45,772	100%
Bank Fees (Indirect)	\$ 62,251	\$ 48,000	\$ 14,251	23%
Production Maint & Supplies	\$ 18,056	\$ 16,692	\$ 1,364	8%
Computer Pooled Expenses	\$ 899,711	\$ 941,250	\$ (41,539)	-5%
Allowance for Open Positions	\$ (200,000)	\$ (200,000)	\$ -	0%
Capital Labor & Overhead	\$ (130,000)	\$ (155,000)	\$ (25,000)	-19%

<b>TOTAL INDIRECT EXPENSES:</b>	<b>19,288,279</b>	<b>20,065,197</b>	<b>(776,918)</b>	<b>-4%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>23,468,337</b>	<b>24,849,315</b>	<b>(1,380,978)</b>	<b>-6%</b>
<b>NET INCOME (LOSS):</b>	<b>(768,763)</b>	<b>128,472</b>	<b>897,234</b>	<b>-117%</b>

FTEs 139.50 140.30

	<b>FY21 Reforecast</b>	<b>FY22 Budget v3</b>	<b>\$ Change in Budget F/(U)</b>	<b>% of change F/(U)</b>
<b>REVENUE</b>				
General Fund	\$ 20,227,365	\$ 21,437,297	\$ 1,209,932	6%
CPF Fund	\$ 533,402	\$ 830,253	\$ 296,851	56%
Sections	\$ 585,779	\$ 637,652	\$ 51,873	9%
CLE	\$ 1,353,029	\$ 2,072,585	\$ 719,556	53%

**DIRECT EXPENSE**

General Fund	\$ 2,444,735	\$ 2,845,396	\$ (400,661)	-16%
CPF Fund	\$ 493,352	\$ 503,860	\$ (10,508)	-2%
Sections	\$ 865,168	\$ 899,652	\$ (34,484)	-4%
CLE	\$ 376,803	\$ 535,211	\$ (158,408)	-42%

**INDIRECT EXPENSE**

General Fund	\$ 17,896,722	\$ 18,681,463	\$ (784,741)	-4%
CPF Fund	\$ 158,569	\$ 156,815	\$ 1,755	1%
Sections	\$ -	\$ -	\$ -	0%
CLE	\$ 1,232,988	\$ 1,226,919	\$ 6,069	0%

**TOTAL EXPENSE**

General Fund	\$ 20,341,457	\$ 21,526,859	\$ (1,185,403)	-6%
CPF Fund	\$ 651,922	\$ 660,675	\$ (8,753)	-1%
Sections	\$ 865,168	\$ 899,652	\$ (34,484)	-4%
CLE	\$ 1,609,791	\$ 1,762,130	\$ (152,339)	-9%

**NET INCOME**

General Fund	\$ (114,092)	\$ (89,563)	\$ 24,530	21%
CPF Fund	\$ (118,520)	\$ 169,578	\$ 288,098	243%



Sections	\$ (279,389)	\$ (262,000)	\$ 17,389	6%
CLE	\$ (256,762)	\$ 310,455	\$ 567,217	221%

Washington State Bar Association

FY2022 Budget v3

LIC-Licensing Revenue

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
License Fees	16,318,268	16,579,802	261,534	2%
<b>TOTAL REVENUE</b>	<b>16,318,268</b>	<b>16,579,802</b>	<b>261,534</b>	<b>2%</b>
<b>DIRECT EXPENSES:</b>				
<b>INDIRECT EXPENSES:</b>				
<b>NET INCOME (LOSS):</b>	<b>16,318,268</b>	<b>16,579,802</b>	<b>261,534</b>	<b>2%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**ATJ-Access to Justice**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Conferences & Institutes			-	100%
<b>TOTAL REVENUE</b>			<b>-</b>	<b>-100%</b>
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	-	2,700	(2,700)	-100%
Staff Training & Conferences		2,875	(2,875)	-100%
Staff Membership Dues	-	120	(120)	-100%
Surveys		100	(100)	-100%
ATJ Board Retreat	2,000	2,000	-	0%
Leadership Training	2,000	2,000	-	0%
ATJ Board Expense	18,000	24,000	(6,000)	-33%
Public Defense	4,400	6,000	(1,600)	-36%
Conference/Institute Expense	26,804		26,804	100%
Reception/Forum Expense	-	9,500	(9,500)	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>53,204</b>	<b>49,295</b>	<b>3,909</b>	<b>7%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	117,044	88,237	28,807	25%
Indirect Allocation In - Salaries	80	467	(387)	-484%
Benefits	44,212	32,556	11,656	26%
OTHER INDIRECT EXPENSE	50,225	38,065	12,160	24%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>212,533</b>	<b>159,324</b>	<b>53,208</b>	<b>25%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>265,737</b>	<b>208,619</b>	<b>57,117</b>	<b>21%</b>
<b>NET INCOME (LOSS):</b>	<b>(265,737)</b>	<b>(208,619)</b>	<b>57,117</b>	<b>21%</b>
FTEs	1.60	1.30		

**Washington State Bar Association  
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**ADMIN - Administration**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	6,786	5,160	(1,626)	-24%
Gain/Loss On Investments			-	100%
LLLT License Fees			-	100%
LPO License Fees			-	100%
LPO License Fees - ReinStates			-	100%
<b>TOTAL REVENUE</b>	<b>6,786</b>	<b>5,160</b>	<b>(1,626)</b>	<b>-24%</b>
<b>DIRECT EXPENSES:</b>				
AMEX Card Merchant Fees	-	-	-	100%
Credit Card Merchant Fees			-	100%
Consulting Services	11,000	12,000	(1,000)	-9%
Staff Travel/Parking	4,140	4,200	(60)	-1%
Staff Training & Conferences		350	350	100%
Staff Membership Dues	-	-	-	-100%
Miscellaneous	-	-	-	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>15,140</b>	<b>16,550</b>	<b>(1,410)</b>	<b>-9%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	650,481	659,635	(9,154)	-1%
Salaries - Budgeted Temporary Employees	25,833	24,236	1,597	6%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	346	2,485	(2,139)	-619%
Benefits	200,848	187,178	13,670	7%
OTHER INDIRECT EXPENSE	217,501	202,623	14,877	7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>1,099,780</b>	<b>1,076,157</b>	<b>23,623</b>	<b>2%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,114,920</b>	<b>1,092,707</b>	<b>22,213</b>	<b>2%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,108,134)</b>	<b>(1,087,547)</b>	<b>20,587</b>	<b>2%</b>
FTEs	6.92	6.92		

**Washington State Bar Association  
FY2022 Budget v3**

**ADMISS-Admissions**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Exam Soft Revenue	-	-	-	-100%
Bar Exam Fees	1,014,931	1,200,000	185,069	18%
Bar Exam Late Fees	44,390	42,000	(2,390)	-5%
House Counsel Application Fees	38,766	40,000	1,234	3%
Rule 9/Legal intern Fees	11,192	12,000	808	7%
LLLT Exam Late Fee	-	-	-	-100%
LLLT Exam Fees	-	-	-	-100%
Foreign Law Consultant Fees	1,860	620	(1,240)	-67%
Special Admissions	4,157	7,020	2,863	69%
LLLT Waiver Fees	-	-	-	100%
LPO Examination Fees	-	-	-	100%
LPO Exam Late Fee	-	-	-	100%
<b>TOTAL REVENUE</b>	<b>1,115,296</b>	<b>1,301,640</b>	<b>186,344</b>	<b>17%</b>
<b>DIRECT EXPENSES:</b>				
Postage	1,219	1,800	(581)	-48%
Printing & Copying	-	-	-	-100%
Staff Travel/Parking	2,500	14,000	(11,500)	-460%
Staff Training & Conferences	-	15,000	(15,000)	-100%
Staff Membership Dues	800	1,600	(800)	-100%
Supplies	1,607	1,000	607	38%
Facility, Parking, Food	20,000	99,500	(79,500)	-398%
Examiner Fees	26,000	36,000	(10,000)	-38%
UBE Examinations	121,000	126,900	(5,900)	-5%
Board of Bar Examiners	-	23,000	(23,000)	-100%
Bar Exam Proctors	(133)	27,000	(27,133)	20454%
Character & Fitness Board Exp	1,000	-	1,000	100%
Disability AccommodationS	9,491	20,000	(10,509)	-111%
Character & Fitness Investi	306	1,000	(694)	-227%
Law School Visits	750	1,450	(700)	-93%
ILG Exam Fees	50,000	-	50,000	100%
Depreciation-Software	16,950	19,524	(2,574)	-15%
Exam Writing	-	-	-	-100%
Speakers & Program Develop	-	-	-	-100%
Court Reporters	13,711	-	13,711	100%
Online Legal Research	3,345	3,790	(445)	-13%
Law Library	150	158	(8)	-5%
<b>TOTAL DIRECT EXPENSES:</b>	<b>268,696</b>	<b>391,721</b>	<b>(123,026)</b>	<b>-46%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	459,360	522,605	(63,244)	-14%
Indirect Allocation In - Salaries	330	2,477	(2,147)	-650%
Benefits	172,719	168,696	4,023	2%
OTHER INDIRECT EXPENSE	206,855	202,038	4,817	2%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>843,354</b>	<b>895,816</b>	<b>(52,462)</b>	<b>-6%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,112,049</b>	<b>1,287,537</b>	<b>(175,488)</b>	<b>-16%</b>
<b>NET INCOME (LOSS):</b>	<b>3,246</b>	<b>14,103</b>	<b>10,857</b>	<b>-334%</b>
FTEs	6.65	6.90		

Washington State Bar Association  
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ADV FTE-Dept headcount allocation

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Training		6,400	6,400	100%
<b>TOTAL DIRECT EXPENSES:</b>		<b>6,400</b>	<b>(6,400)</b>	<b>-100%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	160,692	223,365	(62,673)	-39%
Indirect Allocation In - Salaries	57	680	(623)	-1084%
Benefits	41,728	64,623	(22,894)	-55%
OTHER INDIRECT EXPENSE	36,175	55,487	(19,313)	-53%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>239,496</b>	<b>344,155</b>	<b>(104,659)</b>	<b>-44%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>239,496</b>	<b>350,555</b>	<b>(111,059)</b>	<b>-46%</b>
<b>NET INCOME (LOSS):</b>	<b>(239,496)</b>	<b>(350,555)</b>	<b>(111,059)</b>	<b>-46%</b>
FTEs	1.15	1.90		

**Washington State Bar Association  
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**BN-Bar News**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Royalties	2,000	2,000	-	0%
BNews Display Advertising	300,000	450,000	150,000	50%
BNews Subscript/Single Issues	200	200	0	0%
BNews Classified Advertising	7,500	5,000	(2,500)	-33%
BNews Gen Announcements	7,500	14,000	6,500	87%
BNews Prof Announcements	20,000	22,500	2,500	13%
Job Target Advertising	120,000	150,000	30,000	25%
<b>TOTAL REVENUE</b>	<b>457,200</b>	<b>643,700</b>	<b>186,500</b>	<b>41%</b>
<b>DIRECT EXPENSES:</b>				
Bad Debt Expense	500	-	500	100%
Postage	95,000	100,000	(5,000)	-5%
Printing & Copying	250,000	230,000	20,000	8%
Staff Training & Conferences		350	(350)	-100%
Staff Membership Dues	615	135	480	78%
Subscriptions		185	(185)	-100%
Supplies			-	-100%
Digital/Online Development	11,000	1,500	9,500	86%
Graphics/Artwork	250	200	50	20%
Outside Sales Expense	90,000	98,000	(8,000)	-9%
Editorial Advis Committee Exp	500	500	-	0%
<b>TOTAL DIRECT EXPENSES:</b>	<b>447,864</b>	<b>430,870</b>	<b>16,994</b>	<b>4%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	200,914	202,648	(1,734)	-1%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	141	991	(850)	-602%
Benefits	61,402	54,298	7,103	12%
OTHER INDIRECT EXPENSE	88,860	80,815	8,045	9%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>353,019</b>	<b>338,752</b>	<b>14,267</b>	<b>4%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>800,883</b>	<b>769,622</b>	<b>31,261</b>	<b>4%</b>
<b>NET INCOME (LOSS):</b>	<b>(343,683)</b>	<b>(125,922)</b>	<b>217,761</b>	<b>63%</b>

FTEs	2.83	2.76
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**Washington State Bar Association  
FY2022 Budget v3**

**BOG - Board of Governors**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking			-	-100%
Staff Membership Dues			-	-100%
Telephone			-	-100%
Leadership Training	33,333	37,000	(3,667)	-11%
Washington Leadership Institute	-	-	-	-100%
BOG Meetings	89,114	143,000	(53,886)	-60%
BOG Committees' Expenses	4,635	20,000	(15,365)	-331%
BOG Retreat	15,253	15,000	253	2%
BOG Conference Attendance	6,988	25,000	(18,012)	-258%
BOG Travel & Outreach	11,535	25,000	(13,465)	-117%
ED Travel & Outreach			-	-100%
BOG Elections	28,840	26,900	1,940	7%
President's Dinner	10,000	10,000	-	0%
Bar Structure WorkGroup			-	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>199,698</b>	<b>301,900</b>	<b>(102,202)</b>	<b>-51%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	118,295	101,054	17,241	15%
Indirect Allocation In - Salaries	87	503	(415)	-475%
Benefits	41,504	32,303	9,201	22%
OTHER INDIRECT EXPENSE	54,949	40,993	13,956	25%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>215,830</b>	<b>174,853</b>	<b>40,976</b>	<b>19%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>415,528</b>	<b>476,753</b>	<b>(61,226)</b>	<b>-15%</b>
<b>NET INCOME (LOSS):</b>	<b>(415,528)</b>	<b>(476,753)</b>	<b>(61,226)</b>	<b>-15%</b>
FTEs	1.75	1.40		



**Washington State Bar Association  
FY2022 Budget v3**

**CFB-Character & Fitness Board**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Character & Fitness Board Exp		5,700	(5,700)	-100%
Court Reporters		15,000	(15,000)	-100%
<b>TOTAL DIRECT EXPENSES:</b>		<b>20,700</b>	<b>(20,700)</b>	<b>-100%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries		6,739	(6,739)	-100%
Indirect Allocation In - Salaries	-	18	(18)	-100%
Benefits	-	2,230	(2,230)	-100%
OTHER INDIRECT EXPENSE	-	1,464	(1,464)	-100%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>-</b>	<b>10,451</b>	<b>(10,451)</b>	<b>-100%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>-</b>	<b>31,151</b>	<b>(31,151)</b>	<b>-100%</b>
<b>NET INCOME (LOSS):</b>	<b>-</b>	<b>(31,151)</b>	<b>(31,151)</b>	<b>-100%</b>
FTEs		0.05		

**Washington State Bar Association  
FY2022 Budget v3**

**COMM FTE-Dept headcount allocation**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
<b>INDIRECT EXPENSES:</b>				
Salaries	149,477	153,960	(4,483)	-3%
Indirect Allocation In - Salaries	50	359	(309)	-619%
Benefits	42,790	39,675	3,115	7%
OTHER INDIRECT EXPENSE	31,451	29,281	2,170	7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>224,154</b>	<b>223,276</b>	<b>878</b>	<b>0%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>224,154</b>	<b>223,276</b>	<b>878</b>	<b>0%</b>
<b>NET INCOME (LOSS):</b>	<b>(224,154)</b>	<b>(223,276)</b>	<b>878</b>	<b>0%</b>
 FTEs	 1.00	 1.00		

**Washington State Bar Association  
FY2022 Budget v3**

**COMM-Communication Strategies**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	4,123	3,888	235	6%
Staff Training & Conferences		5,000	(5,000)	-100%
Staff Membership Dues	1,169	972	197	17%
Subscriptions	2,751	3,416	(665)	-24%
Surveys		300	(300)	-100%
Digital/Online Development	533	614	(81)	-15%
Telephone	559	1,056	(498)	-89%
Conference Calls	201	151	50	25%
Miscellaneous	3,333	-	3,333	100%
APEX Dinner Expenses	25,000	25,000	-	0%
50 Year Member Tribute Lunch	15,000	11,200	3,800	25%
Communications Outreach	18,632	15,000	3,632	19%
Bar Outreach		16,000	(16,000)	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>71,302</b>	<b>82,597</b>	<b>(11,296)</b>	<b>-16%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	257,786	365,741	(107,955)	-42%
Salaries - Vacation & Comp Time Accruals	2,195		2,195	100%
Indirect Allocation In - Salaries	190	1,856	(1,666)	-877%
Benefits	82,285	124,727	(42,442)	-52%
OTHER INDIRECT EXPENSE	119,420	151,382	(31,962)	-27%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>461,876</b>	<b>643,706</b>	<b>(181,830)</b>	<b>-39%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>533,177</b>	<b>726,303</b>	<b>(193,126)</b>	<b>-36%</b>
<b>NET INCOME (LOSS):</b>	<b>(533,177)</b>	<b>(726,303)</b>	<b>(193,126)</b>	<b>-36%</b>
 FTEs	 3.80	 5.17		

**Washington State Bar Association  
FY2022 Budget v3**

**DISC-Discipline**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Copy Fees	60		(60)	-100%
Audit Revenue	1,277	1,877	600	47%
Recovery of Discipline Costs	80,000	85,000	5,000	6%
Discipline History Summary	15,000	15,000	-	0%
Practice Monitor Fees		4,000	4,000	100%
<b>TOTAL REVENUE</b>	<b>96,337</b>	<b>105,877</b>	<b>9,540</b>	<b>10%</b>
<b>DIRECT EXPENSES:</b>				
Depreciation			-	
Publications Production	250	250	-	0%
Staff Travel/Parking	20,587	28,000	(7,413)	-36%
Staff Training & Conferences		48,569	(48,569)	-100%
Staff Membership Dues	5,080	5,145	(65)	-1%
Telephone	2,200	2,550	(350)	-16%
Conference Calls		-	-	-100%
Court Reporters	27,500	31,250	(3,750)	-14%
Outside Counsel Expenses	3,000	2,000	1,000	33%
Litigation Expenses	17,500	26,250	(8,750)	-50%
Disability Expenses	7,500	9,000	(1,500)	-20%
Online Legal Research	53,288	55,201	(1,913)	-4%
Law Library	12,000	3,606	8,394	70%
Translation Services	750	900	(150)	-20%
Practice Monitor Expenses		4,000	4,000	100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>149,655</b>	<b>216,721</b>	<b>(67,066)</b>	<b>-45%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	3,498,330	3,550,264	(51,934)	-1%
Salaries - Budgeted Temporary Employees	41,067	95,040	(53,973)	-131%
Salaries - Staff Replacement Temps	3,672		3,672	100%
Indirect Allocation In - Salaries	1,769	13,183	(11,414)	-645%
Benefits	1,057,652	1,054,328	3,324	0%
OTHER INDIRECT EXPENSE	1,129,195	1,075,119	54,076	5%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>5,757,972</b>	<b>5,787,933</b>	<b>(29,961)</b>	<b>-1%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>5,907,627</b>	<b>6,004,654</b>	<b>(97,027)</b>	<b>-2%</b>
<b>NET INCOME (LOSS):</b>	<b>(5,811,290)</b>	<b>(5,898,777)</b>	<b>(87,487)</b>	<b>-2%</b>

FTEs	37.00	36.75
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**Washington State Bar Association  
FY2022 Budget v3**

**DIV-Diversity**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Donations & Grants	125,000	135,000	10,000	8%
Work Study Grants	10,374	10,374	-	0%
<b>TOTAL REVENUE</b>	<b>135,374</b>	<b>145,374</b>	<b>10,000</b>	<b>7%</b>
<b>DIRECT EXPENSES:</b>				
Consulting Services		66,375	(66,375)	100%
Staff Travel/Parking	-	4,000	(4,000)	-100%
Staff Training & Conferences		5,400	(5,400)	-100%
Staff Membership Dues	290	640	(350)	-121%
Surveys		50,100	(50,100)	-100%
Committee for Diversity	4,900	6,000	(1,100)	-22%
Diversity Events & Projects	17,250	18,000	(750)	-4%
Internal Diversity Outreach	-	-	-	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>22,440</b>	<b>150,515</b>	<b>(128,075)</b>	<b>-571%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	133,425	166,575	(33,149)	-25%
Salaries - Budgeted Temporary Employees	13,000		13,000	100%
Salaries - Staff Replacement Temps	2,801		2,801	100%
Indirect Allocation In - Salaries	106	862	(756)	-716%
Benefits	59,610	50,486	9,123	15%
OTHER INDIRECT EXPENSE	68,326	70,274	(1,948)	-3%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>278,750</b>	<b>288,197</b>	<b>(9,447)</b>	<b>-3%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>301,190</b>	<b>438,712</b>	<b>(137,522)</b>	<b>-46%</b>
<b>NET INCOME (LOSS):</b>	<b>(165,816)</b>	<b>(293,338)</b>	<b>(127,522)</b>	<b>-77%</b>
FTEs	2.36	2.40		

**Washington State Bar Association  
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**EJD FTE-Dept headcount allocation**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries		142,324	(142,324)	-100%
Benefits		37,253	(37,253)	-100%
OTHER INDIRECT EXPENSE	-	1,735	(1,735)	-100%
<b>TOTAL INDIRECT EXPENSES:</b>	-	<b>181,312</b>	<b>(181,312)</b>	<b>-100%</b>
<b>TOTAL ALL EXPENSES:</b>	-	<b>181,312</b>	<b>(181,312)</b>	<b>-100%</b>
<b>NET INCOME (LOSS):</b>	-	<b>(181,312)</b>	<b>(181,312)</b>	<b>-100%</b>
 FTEs		1.01		

**Washington State Bar Association  
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**FOUND-Foundation**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Consulting Services	3,000	3,000	-	0%
Postage	300	300	-	0%
Printing & Copying	450	450	-	0%
Staff Travel/Parking	100	100	-	0%
Supplies	150	150	-	0%
Special Events	-	-	-	-100%
Board of Trustees	1,000	1,000	-	0%
<b>TOTAL DIRECT EXPENSES:</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>0%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	77,249	79,566	(2,317)	-3%
Indirect Allocation In - Salaries	50	359	(309)	-619%
Benefits	15,805	14,461	1,344	9%
OTHER INDIRECT EXPENSE	31,451	29,281	2,170	7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>125,210</b>	<b>123,667</b>	<b>1,543</b>	<b>1%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>130,210</b>	<b>128,667</b>	<b>1,543</b>	<b>1%</b>
<b>NET INCOME (LOSS):</b>	<b>(130,210)</b>	<b>(128,667)</b>	<b>1,543</b>	<b>1%</b>
 FTEs	 1.00	 1.00		

**Washington State Bar Association  
FY2022 Budget v3**

**HR-Human Resources**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Consulting Services	112,500	-	112,500	100%
Staff Travel/Parking	697	1,000	(303)	-43%
Staff Membership Dues	193	1,000	(807)	-418%
Subscriptions	3,399	3,500	(101)	-3%
Conference Calls		20	(20)	-100%
Organizational Training	25,000	20,000	5,000	20%
Recruiting and Advertising	18,580	3,000	15,580	84%
Payroll Processing	49,000	50,000	(1,000)	-2%
Salary Surveys	1,933	3,000	(1,067)	-55%
Transfer to Indirect Expense	(211,302)	(81,520)	(129,782)	61%
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	157,333	274,301	(116,968)	-74%
Salaries - Staff Replacement Temps	59,600		59,600	100%
Indirect Allocation In - Salaries	130	1,077	(947)	-729%
Benefits	86,960	101,354	(14,394)	-17%
OTHER INDIRECT EXPENSE	79,450	82,689	(3,239)	-4%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>385,934</b>	<b>459,421</b>	<b>(73,487)</b>	<b>-19%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>385,934</b>	<b>459,421</b>	<b>(73,487)</b>	<b>-19%</b>
<b>NET INCOME (LOSS):</b>	<b>(385,934)</b>	<b>(459,421)</b>	<b>(73,487)</b>	<b>-19%</b>
FTEs	3.00	3.00		



**Washington State Bar Association  
FY2022 Budget v3**

**CLERK-Law Clerk Program**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Law Clerk Fees	209,637	220,000	10,363	5%
Law Clerk Application Fees	4,031	2,500	(1,531)	-38%
<b>TOTAL REVENUE</b>	<b>213,668</b>	<b>222,500</b>	<b>8,832</b>	<b>4%</b>
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	300	-	300	100%
Subscriptions	250	250	-	0%
Character & Fitness Investi	100	100	-	0%
Law Clerk Board	624	7,000	(6,376)	-1023%
Law Clerk Outreach	100	1,000	(900)	-900%
<b>TOTAL DIRECT EXPENSES:</b>	<b>1,374</b>	<b>8,350</b>	<b>(6,976)</b>	<b>-508%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	59,899	66,062	(6,163)	-10%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	44	332	(288)	-650%
Benefits	20,663	20,614	50	0%
OTHER INDIRECT EXPENSE	27,837	27,085	752	3%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>108,864</b>	<b>114,093</b>	<b>(5,229)</b>	<b>-5%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>110,238</b>	<b>122,443</b>	<b>(12,205)</b>	<b>-11%</b>
<b>NET INCOME (LOSS):</b>	<b>103,430</b>	<b>100,057</b>	<b>(3,373)</b>	<b>-3%</b>
FTEs	0.90	0.93		

**Washington State Bar Association  
FY2022 Budget v3**

**LEG-Legislative**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	400	4,700	(4,300)	-1075%
Staff Training & Conferences		2,000	(2,000)	-100%
Staff Membership Dues	-	450	(450)	-100%
Subscriptions	1,982	2,000	(18)	-1%
Jud Recommend Committee		4,500	(4,500)	-100%
Rent - Olympia Office	-	2,500	(2,500)	-100%
Contract Lobbyist	26,000	10,000	16,000	62%
Lobbyist Contact Costs		1,000	(1,000)	-100%
Legislative Committee	260	2,500	(2,240)	-862%
BOG Legislative Committee	125	300	(175)	-140%
<b>TOTAL DIRECT EXPENSES:</b>	<b>28,767</b>	<b>29,950</b>	<b>(1,183)</b>	<b>-4%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries	65,565	139,867	(74,302)	-113%
Indirect Allocation In - Salaries	43	610	(567)	-1307%
Benefits	26,705	51,730	(25,025)	-94%
OTHER INDIRECT EXPENSE	28,353	49,777	(21,425)	-76%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>121,266</b>	<b>241,985</b>	<b>(120,719)</b>	<b>-100%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>150,033</b>	<b>271,935</b>	<b>(121,903)</b>	<b>-81%</b>
<b>NET INCOME (LOSS):</b>	<b>(150,033)</b>	<b>(271,935)</b>	<b>(121,903)</b>	<b>-81%</b>
FTEs	1.00	1.70		

**Washington State Bar Association  
FY2022 Budget v3**

**LICMR-Licensing & Membership Records**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Status Certificate Fees	26,115	26,300	185	1%
Rule 9/Legal intern Fees			-	-100%
Investigation Fees	22,399	22,400	1	0%
Pro Hac Vice	299,074	325,000	25,926	9%
Member Contact Information	4,211	4,200	(11)	0%
Photo Bar Card Sales	286	280	(6)	-2%
<b>TOTAL REVENUE</b>	<b>352,086</b>	<b>378,180</b>	<b>26,094</b>	<b>7%</b>
<b>DIRECT EXPENSES:</b>				
Depreciation	1,151	384	767	67%
Postage	19,913	17,000	2,913	15%
Licensing Forms	2,845	1,900	945	33%
<b>TOTAL DIRECT EXPENSES:</b>	<b>23,909</b>	<b>19,284</b>	<b>4,625</b>	<b>19%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	336,071	347,825	(11,754)	-3%
Salaries - Budgeted Temporary Employees	7,684	11,640	(3,956)	-51%
Indirect Allocation In - Salaries	190	1,373	(1,184)	-624%
Benefits	125,888	114,188	11,699	9%
OTHER INDIRECT EXPENSE	119,345	111,999	7,346	6%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>592,010</b>	<b>587,026</b>	<b>4,985</b>	<b>1%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>615,919</b>	<b>606,309</b>	<b>9,610</b>	<b>2%</b>
<b>NET INCOME (LOSS):</b>	<b>(263,834)</b>	<b>(228,129)</b>	<b>35,704</b>	<b>14%</b>
FTEs	3.80	3.83		

**Washington State Bar Association  
FY2022 Budget v3**

**LLLT-Limited License Legal Technician**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Seminar Registrations	2,319	-	(2,319)	-100%
LLLT Exam Late Fee	1,350	600	(750)	-56%
LLLT License Fees	9,985	14,449	4,464	45%
LLLT Exam Fees	14,300	13,500	(800)	-6%
Investigation Fees	100	-	(100)	-100%
LLLT Late License Fees	-	1,412	1,412	100%
<b>TOTAL REVENUE</b>	<b>28,054</b>	<b>29,961</b>	<b>1,907</b>	<b>7%</b>
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	-	-	-	-100%
LLLT Board	2,450	21,000	(18,550)	-757%
LLLT Outreach	-	-	-	-100%
Exam Writing	5,375	9,000	(3,625)	-67%
LLLT Education	-	-	-	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>7,825</b>	<b>30,000</b>	<b>(22,175)</b>	<b>-283%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	70,940	39,900	31,040	44%
Staff Replacement Temps	-	-	-	-100%
Indirect Allocation In - Salaries	43	171	(127)	-293%
Benefits	27,070	13,804	13,266	49%
OTHER INDIRECT EXPENSE	28,009	13,908	14,100	50%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>126,595</b>	<b>67,783</b>	<b>58,812</b>	<b>46%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>134,420</b>	<b>97,783</b>	<b>36,637</b>	<b>27%</b>
<b>NET INCOME (LOSS):</b>	<b>(106,367)</b>	<b>(67,822)</b>	<b>38,545</b>	<b>36%</b>
FTEs	0.95	0.48		

**Washington State Bar Association  
FY2022 Budget v3**

**LPO-Limited Practice Officers**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Investigation Fees	1,000	551	(449)	-45%
LPO Examination Fees	20,500	24,000	3,500	17%
LPO Exam Late Fee	3,200	4,000	800	25%
LPO License Fees	172,435	174,077	1,642	1%
LPO Late License Fees	3,635	5,100	1,465	40%
LPO License Fees - ReinStates		1,000	1,000	100%
<b>TOTAL REVENUE</b>	<b>200,770</b>	<b>208,728</b>	<b>7,959</b>	<b>4%</b>
<b>DIRECT EXPENSES:</b>				
Printing & Copying	-	200	(200)	100%
Facility, Parking, Food	-	9,000	(9,000)	100%
Exam Writing	9,750	8,400	1,350	14%
Online Legal Research	1,672	1,895	(223)	-13%
Law Library	3,663	3,840	(177)	-5%
LPO Board Expenses	4	3,000	(2,996)	-68237%
LPO Outreach	-	5,000	(5,000)	100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>15,089</b>	<b>31,335</b>	<b>(16,245)</b>	<b>-108%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	42,421	53,862	(11,441)	-27%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	35	260	(226)	-649%
Benefits	16,426	19,232	(2,806)	-17%
OTHER INDIRECT EXPENSE	19,789	21,229	(1,440)	-7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>78,920</b>	<b>94,583</b>	<b>(15,663)</b>	<b>-20%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>94,010</b>	<b>125,917</b>	<b>(31,908)</b>	<b>-34%</b>
<b>NET INCOME (LOSS):</b>	<b>106,760</b>	<b>82,811</b>	<b>(23,949)</b>	<b>-22%</b>
FTEs	0.75	0.73		

**Washington State Bar Association  
FY2022 Budget v3**

**MCLE-Mandatory Continuing Legal Education**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Accredited Program Fees	497,600	515,000	17,400	3%
Form 1 Late Fee	190,200	220,000	29,800	16%
Member Late Fees	2,700	300,000	297,300	11011%
Annual Accredited Sponsor Fees	41,750	39,250	(2,500)	-6%
Attendance Fees		-	-	-100%
Attendance Late Fees	94,000	95,000	1,000	1%
COMITY Certificates - Request	13,000	13,500	500	4%
COMITY Certificates - Submit	-	27,000	27,000	100%
<b>TOTAL REVENUE</b>	<b>839,250</b>	<b>1,209,750</b>	<b>370,500</b>	<b>44%</b>
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	50	50	-	0%
Staff Training & Conferences	1,170	5,550	(4,380)	-374%
Staff Membership Dues	500	500	-	0%
Online Legal Research	1,672	1,895	(223)	-13%
Law Library	150	158	(8)	-5%
MCLE Board Expenses	650	3,250	(2,600)	-400%
Depreciation-Software	143,045	24,263	118,782	83%
<b>TOTAL DIRECT EXPENSES:</b>	<b>147,237</b>	<b>35,666</b>	<b>111,571</b>	<b>76%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	267,501	306,340	(38,839)	-15%
Salaries - Budgeted Temporary Employees	-	91,840	(91,840)	-100%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	227	1,750	(1,524)	-672%
Benefits	106,179	113,757	(7,578)	-7%
OTHER INDIRECT EXPENSE	135,803	142,744	(6,942)	-5%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>511,743</b>	<b>656,431</b>	<b>(144,689)</b>	<b>-28%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>658,980</b>	<b>692,097</b>	<b>(33,117)</b>	<b>-5%</b>
<b>NET INCOME (LOSS):</b>	<b>180,271</b>	<b>517,653</b>	<b>337,383</b>	<b>187%</b>
FTEs	4.80	4.88		

**Washington State Bar Association  
FY2022 Budget v3**

**MAP-Member Assistance Program**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Diversion	9,000	7,000	(2,000)	-22%
Royalties		38,450	38,450	100%
<b>TOTAL REVENUE</b>	<b>9,000</b>	<b>45,450</b>	<b>36,450</b>	<b>405%</b>
<b>DIRECT EXPENSES:</b>				
Staff Membership Dues	225	750	525	-233%
Subscriptions		250	250	100%
WSBA Connects		9,000	9,000	100%
Prof Liab Insurance	850	5,462	4,612	-543%
Casemaker/FastCase		137,000	137,000	100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>1,075</b>	<b>152,462</b>	<b>(151,387)</b>	<b>-14083%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	70,190	121,556	(51,366)	-73%
Indirect Allocation In - Salaries	43	530	(486)	-1128%
Benefits	31,862	50,630	(18,769)	-59%
OTHER INDIRECT EXPENSE	24,459	43,389	(18,930)	-77%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>127,000</b>	<b>216,105</b>	<b>(89,105)</b>	<b>-70%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>128,075</b>	<b>368,567</b>	<b>(240,492)</b>	<b>-188%</b>
<b>NET INCOME (LOSS):</b>	<b>(119,075)</b>	<b>(323,117)</b>	<b>(204,042)</b>	<b>-171%</b>
 FTEs	 1.50	 1.48		

**Washington State Bar Association  
FY2022 Budget v3**

**MSE-Member Services and Engagement**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Royalties	49,250	10,800	(38,450)	-78%
NMP Product Sales	18,000	80,000	62,000	344%
Sponsorships		8,000	8,000	100%
Seminar Registrations	-	16,500	16,500	100%
MP3 Sales		4,620	4,620	100%
Digital Video Sales		9,380	9,380	100%
Trial Advocacy Program	-	15,000	15,000	100%
<b>TOTAL REVENUE</b>	<b>67,250</b>	<b>144,300</b>	<b>77,050</b>	<b>115%</b>
<b>DIRECT EXPENSES:</b>				
YLL Section Program	1,500	1,500	-	0%
CLE Comps	1,000	-	1,000	100%
Staff Travel/Parking	1,000	1,000	-	0%
Staff Training & Conferences		400	(400)	-100%
Staff Membership Dues	490	850	(360)	-73%
Subscriptions	250	-	250	100%
Transcription Services	1,500	-	1,500	100%
Surveys		300	(300)	-100%
Conference Calls	100	200	(100)	-100%
Speakers & Program Develop		1,500	(1,500)	-100%
Library Materials/Resources	2,000	6,000	(4,000)	-200%
Speakers & Program Development	-	2,000	(2,000)	-100%
New Lawyer Outreach Events	1,500	1,500	-	0%
New Lawyers Committee	8,000	7,500	500	6%
Small Town & Rural Committee		2,000	(2,000)	-100%
Trial Advocacy Expenses	900	7,000	(6,100)	-678%
Reception/Forum Expense	667	3,000	(2,333)	-350%
Scholarships/Donations/Grant	5,000	5,000	-	0%
<b>TOTAL DIRECT EXPENSES:</b>	<b>23,907</b>	<b>39,750</b>	<b>(15,843)</b>	<b>-66%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	247,530	381,006	(133,476)	-54%
Indirect Allocation In - Salaries	190	2,001	(1,811)	-953%
Benefits	90,502	122,081	(31,579)	-35%
OTHER INDIRECT EXPENSE	122,207	163,153	(40,946)	-34%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>462,869</b>	<b>668,240</b>	<b>(205,371)</b>	<b>-44%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>486,776</b>	<b>707,990</b>	<b>(221,214)</b>	<b>-45%</b>
<b>NET INCOME (LOSS):</b>	<b>(419,526)</b>	<b>(563,690)</b>	<b>(144,164)</b>	<b>-34%</b>
FTEs	4.43	5.57		



**Washington State Bar Association  
FY2022 Budget v3**

**OED-Office of Executive Director**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	98	2,000	(1,902)	-1933%
Staff Training		5,000	(5,000)	-100%
Staff Membership Dues	50	1,111	(1,061)	-2122%
Surveys		300	(300)	-100%
Leadership Training		20,000	(20,000)	-100%
ABA Delegates	3,334	-	3,334	100%
Volunteer Support	5,000	-	5,000	100%
Section/Committee Chair Mtgs	500	-	500	100%
Washington Leadership Institute	88,000	80,000	8,000	9%
ED Travel & Outreach	3,333	5,000	(1,667)	-50%
Law Library	150	-	150	100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>100,465</b>	<b>113,411</b>	<b>(12,946)</b>	<b>-13%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	416,687	335,073	81,614	20%
Indirect Allocation In - Salaries	150	718	(568)	-379%
Benefits	125,070	87,436	37,634	30%
OTHER INDIRECT EXPENSE	94,232	58,562	35,671	38%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>637,848</b>	<b>481,789</b>	<b>156,059</b>	<b>24%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>738,313</b>	<b>595,200</b>	<b>143,114</b>	<b>19%</b>
<b>NET INCOME (LOSS):</b>	<b>(738,313)</b>	<b>(595,200)</b>	<b>143,114</b>	<b>19%</b>
FTEs	3.00	2.00		

**Washington State Bar Association  
FY2022 Budget v3**

**OGC-Office of General Counsel**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Copy Fees	27		(27)	-100%
<b>TOTAL REVENUE</b>	<b>27</b>		<b>(27)</b>	<b>-100%</b>
<b>DIRECT EXPENSES:</b>				
Depreciation	1,112	-	1,112	100%
Staff Travel/Parking	417	1,000	(583)	-140%
Staff Training & Conferences		3,400	(3,400)	-100%
Staff Membership Dues	1,525	1,500	25	2%
Litigation Expenses	167	200	(33)	-20%
Online Legal Research	10,034	11,369	(1,335)	-13%
Law Library	1,780	1,868	(88)	-5%
Court Rules Committee	1,195		1,195	100%
Discipline Advisory Roundtable	375		375	100%
Custodianship	7,209	12,000	(4,791)	-66%
<b>TOTAL DIRECT EXPENSES:</b>	<b>23,814</b>	<b>31,337</b>	<b>(7,524)</b>	<b>-32%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	543,635	605,966	(62,331)	-11%
Unanticipated Temps			-	-100%
Indirect Allocation In - Salaries	286	2,188		
Benefits	172,844	178,104	(5,260)	-3%
OTHER INDIRECT EXPENSE	185,545	178,443	7,101	4%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>906,308</b>	<b>964,701</b>	<b>(58,393)</b>	<b>-6%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>930,122</b>	<b>996,039</b>	<b>(65,917)</b>	<b>-7%</b>
<b>NET INCOME (LOSS):</b>	<b>(930,095)</b>	<b>(996,039)</b>	<b>(65,943)</b>	<b>-7%</b>
FTEs	6.04	6.09		

**Washington State Bar Association  
FY2022 Budget v3**

**OGCDB-Office of General Counsel Disciplinary Board**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Training & Conferences		1,000	1,000	100%
Staff Membership Dues	100	100	-	0%
Law Library	909	953	(44)	-5%
Disciplinary Board Expenses	1,274	3,108	(1,834)	-144%
Chief Hearing Officer	32,524	33,000	(476)	-1%
Hearing Officer Expenses	40,005	43,000	(2,995)	-7%
Hearing Officer Training	321	550	(229)	-72%
Outside Counsel	55,000	55,000	-	0%
Disciplinary Selection Panel			-	-100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>130,133</b>	<b>136,711</b>	<b>(6,578)</b>	<b>-5%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	94,888	96,807	(1,919)	-2%
Indirect Allocation In - Salaries	65	467	(402)	-619%
Benefits	32,235	30,240	1,995	6%
OTHER INDIRECT EXPENSE	40,898	38,065	2,833	7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>168,809</b>	<b>165,580</b>	<b>3,229</b>	<b>2%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>298,942</b>	<b>302,291</b>	<b>(3,349)</b>	<b>-1%</b>
<b>NET INCOME (LOSS):</b>	<b>(298,942)</b>	<b>(302,291)</b>	<b>(3,349)</b>	<b>-1%</b>
 FTEs	 1.30	 1.30		

Washington State Bar Association  
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PLB-Practice Law Board

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Practice of Law Board	7,825	12,000	(4,175)	-53%
<b>TOTAL DIRECT EXPENSES:</b>	<b>7,825</b>	<b>12,000</b>	<b>(4,175)</b>	<b>-53%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	38,743	46,270	(7,527)	-19%
Indirect Allocation In - Salaries	24	174	(149)	-619%
Benefits	10,782	11,891	(1,109)	-10%
OTHER INDIRECT EXPENSE	12,274	14,151	(1,877)	-15%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>61,823</b>	<b>72,486</b>	<b>(10,662)</b>	<b>-17%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>69,649</b>	<b>84,486</b>	<b>(14,837)</b>	<b>-21%</b>
<b>NET INCOME (LOSS):</b>	<b>(69,649)</b>	<b>(84,486)</b>	<b>(14,837)</b>	<b>-21%</b>
FTEs	0.48	0.48		

**Washington State Bar Association  
FY2022 Budget v3**

**PRP-Professional Responsibility Program**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	2,000	3,500	(1,500)	-75%
Staff Membership Dues	500	375	125	25%
Law Library	608	638	(29)	-5%
CPE Committee	2,627	3,750	(1,123)	-43%
<b>TOTAL DIRECT EXPENSES:</b>	<b>5,736</b>	<b>8,263</b>	<b>(2,527)</b>	<b>-44%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	171,106	169,258	1,849	1%
Indirect Allocation In - Salaries	85	572	(487)	-576%
Benefits	65,754	57,462	8,291	13%
OTHER INDIRECT EXPENSE	53,164	46,630	6,534	12%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>291,439</b>	<b>273,922</b>	<b>17,517</b>	<b>6%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>297,175</b>	<b>282,184</b>	<b>14,990</b>	<b>5%</b>
<b>NET INCOME (LOSS):</b>	<b>(297,175)</b>	<b>(282,184)</b>	<b>14,990</b>	<b>5%</b>
 FTEs	 1.69	 1.59		

**Washington State Bar Association  
FY2022 Budget v3**

**PSP-Public Service Programs**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Donations & Grants	103,000	130,000	27,000	26%
PSP Product Sales	-		-	-100%
<b>TOTAL REVENUE</b>	<b>103,000</b>	<b>130,000</b>	<b>27,000</b>	<b>26%</b>
<b>DIRECT EXPENSES:</b>				
Donations/Sponsorships/Grants	232,193	250,280	(18,087)	8%
Staff Travel/Parking	-	2,700	(2,700)	-100%
Staff Training & Conferences		1,200	(1,200)	-100%
Surveys		100	(100)	-100%
Pro Bono& Legal Aid Committee	2,000	2,000	-	0%
Day of Service	-	-	-	-100%
Pro Bono CertificateS	3,800	2,000	1,800	47%
<b>TOTAL DIRECT EXPENSES:</b>	<b>237,993</b>	<b>258,280</b>	<b>(20,287)</b>	<b>-9%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	74,057	74,788	(731)	-1%
Salaries - Staff Replacement Temps	1,615		1,615	100%
Indirect Allocation In - Salaries	52	467	(415)	-805%
Benefits	27,845	32,083	(4,238)	-15%
OTHER INDIRECT EXPENSE	31,792	38,065	(6,273)	-20%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>135,981</b>	<b>145,402</b>	<b>(9,421)</b>	<b>-7%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>373,974</b>	<b>403,682</b>	<b>(29,708)</b>	<b>-8%</b>
<b>NET INCOME (LOSS):</b>	<b>(270,974)</b>	<b>(273,682)</b>	<b>(2,708)</b>	<b>-1%</b>
FTEs	1.10	1.30		

**Washington State Bar Association  
FY2022 Budget v3**

**PUB-Publication and Design Services**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Equipment, Hardware & Software	200		200	100%
Subscriptions	333	200	133	40%
Supplies	100	-	100	100%
Image Library	4,436	4,100	336	8%
<b>TOTAL DIRECT EXPENSES:</b>	<b>5,069</b>	<b>4,300</b>	<b>769</b>	<b>15%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	54,285	57,822	(3,537)	-7%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	43	320	(276)	-635%
Benefits	18,811	18,072	739	4%
OTHER INDIRECT EXPENSE	27,301	26,060	1,241	5%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>100,900</b>	<b>102,273</b>	<b>(1,373)</b>	<b>-1%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>105,969</b>	<b>106,573</b>	<b>(604)</b>	<b>-1%</b>
<b>NET INCOME (LOSS):</b>	<b>(105,969)</b>	<b>(106,573)</b>	<b>(604)</b>	<b>-1%</b>
 FTEs	 0.87	 0.89		

**Washington State Bar Association  
FY2022 Budget v3**

**RSD FTE-Dept headcount allocation**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Conferences & Training		9,000	9,000	100%
<b>TOTAL DIRECT EXPENSES:</b>		<b>9,000</b>	<b>(9,000)</b>	<b>-100%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	243,061	326,442	(83,381)	-34%
Indirect Allocation In - Salaries	116	996	(881)	-760%
Benefits	83,964	96,215	(12,251)	-15%
OTHER INDIRECT EXPENSE	75,679	81,254	(5,575)	-7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>405,650</b>	<b>504,908</b>	<b>(99,257)</b>	<b>-24%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>405,650</b>	<b>513,908</b>	<b>(108,257)</b>	<b>-27%</b>
<b>NET INCOME (LOSS):</b>	<b>(405,650)</b>	<b>(513,908)</b>	<b>(108,257)</b>	<b>-27%</b>
 FTEs	 2.40	 2.78		



**Washington State Bar Association  
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**SECT-Sections Administration**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Reimbursements From Sections	272,000	286,875	14,875	5%
<b>TOTAL REVENUE</b>	<b>272,000</b>	<b>286,875</b>	<b>14,875</b>	<b>5%</b>
<b>DIRECT EXPENSES:</b>				
Staff Travel/Parking	500	1,000	(500)	-100%
Staff Training & Conferences		200	(200)	-100%
Staff Membership Dues	125	250	(125)	-100%
Subscriptions	410	350	60	15%
Conference Calls	100	-	100	100%
Miscellaneous	300	-	300	100%
Section/Committee Chair Mtgs	250	1,000	(750)	-300%
Dues Statements	5,935	5,935	-	0%
<b>TOTAL DIRECT EXPENSES:</b>	<b>7,620</b>	<b>8,735</b>	<b>(1,115)</b>	<b>-15%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	155,708	148,568	7,139	5%
Budgeted Temporary Employees			-	-100%
Unanticipated Temps			-	-100%
Staff Replacement Temps			-	-100%
Indirect Allocation In - Salaries	128	926	(798)	-622%
Benefits	53,672	56,533	(2,861)	-5%
OTHER INDIRECT EXPENSE	81,049	75,545	5,505	7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>291,946</b>	<b>281,572</b>	<b>10,374</b>	<b>4%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>299,566</b>	<b>290,307</b>	<b>9,259</b>	<b>3%</b>
<b>NET INCOME (LOSS):</b>	<b>(27,566)</b>	<b>(3,432)</b>	<b>24,134</b>	<b>-88%</b>
FTEs	2.68	2.58		

**Washington State Bar Association  
FY2022 Budget v3**

**SC-Service Center**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Training & Conferences		2,100	2,100	100%
Translation Services	8,500	8,500	-	0%
<b>TOTAL DIRECT EXPENSES:</b>	<b>8,500</b>	<b>10,600</b>	<b>(2,100)</b>	<b>-25%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	337,358	342,384	(5,026)	-1%
Salaries - Budgeted Temporary Employees	3,221		3,221	100%
Indirect Allocation In - Salaries	285	2,050	(1,765)	-619%
Benefits	141,933	130,208	11,725	8%
OTHER INDIRECT EXPENSE	188,161	167,194	20,967	11%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>674,133</b>	<b>641,836</b>	<b>32,297</b>	<b>5%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>682,633</b>	<b>652,436</b>	<b>30,197</b>	<b>4%</b>
<b>NET INCOME (LOSS):</b>	<b>(682,633)</b>	<b>(652,436)</b>	<b>30,197</b>	<b>4%</b>
FTEs	5.71	5.71		

**Washington State Bar Association  
FY2022 Budget v3**

**TECH-Technology**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Consulting Services	110,000	110,000	-	0%
Staff Travel/Parking	1,667	2,500	(833)	-50%
Staff Training & Conferences		10,000	(10,000)	-100%
Staff Membership Dues	450	450	-	0%
Telephone	22,000	85,000	(63,000)	-286%
Computer Hardware	60,000	65,000	(5,000)	-8%
Computer Software	80,000	205,000	(125,000)	-156%
Hardware Service & Warranties	40,000	50,000	(10,000)	-25%
Software Maint & Licensing	366,000	370,000	(4,000)	-1%
Telephone Hardware & Maint	7,000	-	7,000	100%
Computer Supplies	10,000	2,000	8,000	80%
Third Party Services	130,000	40,000	90,000	69%
Transfer to Indirect Expenses	(827,117)	(939,950)	(112,833)	-14%
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	1,072,848	1,228,678	(155,831)	-15%
Salaries - Budgeted Temporary Employees	30,500		30,500	100%
Unanticipated Temps			-	-100%
Salaries - Staff Replacement Temps	4,848		4,848	100%
Indirect Allocation In - Salaries	604	4,668	(4,063)	-672%
Benefits	366,046	376,478	(10,432)	-3%
Capital Labor & Overhead	(130,000)	(155,000)	25,000	19%
OTHER INDIRECT EXPENSE	251,669	358,319		
<b>TOTAL INDIRECT EXPENSES:</b>	<b>1,596,515</b>	<b>1,813,143</b>	<b>(216,628)</b>	<b>-14%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,711,290</b>	<b>1,813,143</b>	<b>(101,852)</b>	<b>-6%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,711,290)</b>	<b>(1,813,143)</b>	<b>(101,852)</b>	<b>-6%</b>
FTEs	13.00	13.00		

**Washington State Bar Association  
FY2022 Budget v3**

**VE-Volunteer Engagement**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
<b>DIRECT EXPENSES:</b>				
Staff Training		4,000	(4,000)	-100%
Staff Membership Dues		389	(389)	-100%
ABA Delegates		3,334	(3,334)	-100%
Volunteer Support		12,000	(12,000)	-100%
Section/Committee Chair Mtgs		500	(500)	-100%
<b>TOTAL DIRECT EXPENSES:</b>		<b>20,223</b>	<b>(20,223)</b>	<b>-100%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries		57,693	(57,693)	-100%
Indirect Allocation In - Salaries	-	215	(215)	-100%
Benefits	-	18,580	(18,580)	-100%
OTHER INDIRECT EXPENSE	-	17,569	(17,569)	-100%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>-</b>	<b>94,057</b>	<b>(94,057)</b>	<b>-100%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>-</b>	<b>114,280</b>	<b>(114,280)</b>	<b>-100%</b>
<b>NET INCOME (LOSS):</b>	<b>-</b>	<b>(114,280)</b>	<b>(114,280)</b>	<b>-100%</b>
 FTEs		 0.60		

**Washington State Bar Association  
FY2022 Budget v3**

**CLEP-CLE-Products**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Shipping & Handling	741		(741)	-100%
Coursebook Sales	4,000	10,000	6,000	150%
MP3 Sales	125,718	204,997	79,279	63%
Digital Video Sales	426,672	819,988	393,316	92%
<b>TOTAL REVENUE</b>	<b>557,131</b>	<b>1,034,985</b>	<b>477,854</b>	<b>86%</b>
<b>DIRECT EXPENSES:</b>				
Staff Training & Conferences		300	300	100%
Staff Membership Dues	973	573	400	41%
Transcription Services	1,500	-	1,500	100%
Disability AccommodationS		1,000	(1,000)	-100%
Cost of Sales - Coursebooks	1,069	1,500	(431)	-40%
A/V Develop Costs (Recording)	1,333	2,000	(667)	-50%
CLE-Equip-Depreciation	3,188	1,308	1,880	59%
Online Product Hosting Expenses	46,559	50,000	(3,441)	-7%
Postage & Delivery-Coursebooks	405		405	100%
<b>TOTAL DIRECT EXPENSES:</b>	<b>55,027</b>	<b>56,681</b>	<b>(1,654)</b>	<b>-3%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	93,476	87,593	5,882	6%
Indirect Allocation In - Salaries	72	466	(394)	-543%
Benefits	37,298	33,825	3,473	9%
OTHER INDIRECT EXPENSE	45,501	38,007	7,495	16%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>177,146</b>	<b>159,891</b>	<b>17,255</b>	<b>10%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>232,173</b>	<b>216,572</b>	<b>15,601</b>	<b>7%</b>
<b>NET INCOME (LOSS):</b>	<b>324,958</b>	<b>818,413</b>	<b>493,455</b>	<b>152%</b>
FTEs	1.45	1.30		

**Washington State Bar Association  
FY2022 Budget v3**

**CLES-CLE-Seminars**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Seminar Registrations	650,398	850,000	199,602	31%
Seminar Revenue-Other	5,000	20,000	15,000	300%
<b>TOTAL REVENUE</b>	<b>655,398</b>	<b>870,000</b>	<b>214,602</b>	<b>33%</b>
<b>DIRECT EXPENSES:</b>				
Bad Debt Expense	433		433	100%
Staff Travel/Parking	10,073	15,000	(4,927)	-49%
Staff Training & Conferences		700	(700)	-100%
Staff Membership Dues	1,332	765	567	43%
Supplies	667		667	100%
Surveys		300	(300)	-100%
Conference Calls	33		33	100%
Disability Accommodations		1,000	(1,000)	-100%
Coursebook Production	500		500	100%
Postage - Fliers/Catalogs	1,500	8,000	(6,500)	-433%
Accreditation Fees	2,772	3,000	(228)	-8%
Seminar Brochures	-	20,000	(20,000)	-100%
Facilities	64,700	196,200	(131,500)	-203%
Speakers & Program Develop	6,026	50,000	(43,974)	-730%
Splits to Sections	115,000	110,000	5,000	4%
Honoraria	6,700	1,500	5,200	78%
CLE Seminar Committee	100	250	(150)	-150%
<b>TOTAL DIRECT EXPENSES:</b>	<b>209,837</b>	<b>406,715</b>	<b>(196,878)</b>	<b>-94%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	452,570	473,250	(20,680)	-5%
Indirect Allocation In - Salaries	315	2,449	(2,134)	-677%
Benefits	173,323	179,508	(6,185)	-4%
OTHER INDIRECT EXPENSE	205,393	200,995	4,398	2%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>835,652</b>	<b>856,202</b>	<b>(20,550)</b>	<b>-2%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,045,489</b>	<b>1,262,917</b>	<b>(217,428)</b>	<b>-21%</b>
<b>NET INCOME (LOSS):</b>	<b>(390,091)</b>	<b>(392,917)</b>	<b>(2,826)</b>	<b>-1%</b>

FTEs	6.52	6.82
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**Washington State Bar Association  
FY2022 Budget v3**

**DESK-Deskbooks**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Shipping & Handling	2,500	-	(2,500)	-100%
Deskbook Sales	74,000	82,000	8,000	11%
Section Publication Sales	10,000	9,000	(1,000)	-10%
Lexis/Nexis Royalties	12,000	31,600	19,600	163%
LOIS Royalties	2,000	-	(2,000)	-100%
Casemaker Royalties	40,000	45,000	5,000	13%
<b>TOTAL REVENUE</b>	<b>140,500</b>	<b>167,600</b>	<b>27,100</b>	<b>19%</b>
<b>DIRECT EXPENSES:</b>				
Bad Debt Expense	100	-	100	100%
Records Storage - Off Site	8,100	-	8,100	100%
Staff Training & Conferences	-	350	(350)	-100%
Staff Membership Dues	220	220	-	0%
Subscriptions	185	-	185	100%
Miscellaneous	200	-	200	100%
Cost of Sales - Deskbooks	48,875	64,000	(15,125)	-31%
Cost of Sales - Section Public	2,800	2,000	800	29%
Obsolete Inventory	35,343	-	35,343	100%
Splits to Sections	7,500	3,150	4,350	58%
Deskbook Royalties	500	200	300	60%
Postage & Delivery-Deskbooks	3,000	-	3,000	100%
Fliers/Catalogs	2,507	-	2,507	100%
Postage - Fliers/Catalogs	937	-	937	100%
Online Legal Research	1,672	1,895	(223)	-13%
<b>TOTAL DIRECT EXPENSES:</b>	<b>111,939</b>	<b>71,815</b>	<b>40,124</b>	<b>36%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries - Salaries	126,603	127,415	(812)	-1%
Indirect Allocation In - Salaries	76	539	(463)	-609%
Benefits	44,636	38,951	5,685	13%
OTHER INDIRECT EXPENSE	47,810	43,921	3,889	8%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>220,190</b>	<b>210,826</b>	<b>9,364</b>	<b>4%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>332,129</b>	<b>282,641</b>	<b>49,488</b>	<b>15%</b>
<b>NET INCOME (LOSS):</b>	<b>(191,629)</b>	<b>(115,041)</b>	<b>76,588</b>	<b>40%</b>
FTEs	1.52	1.50		

**Washington State Bar Association  
FY2022 Budget v3**

**CPF-Client Protection Fund**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Donations & Grants			-	-100%
Interest - Investments	1,534	4,500	2,966	193%
CPF Restitution	9,662	30,000	20,338	210%
CPF Member Assessments	515,540	795,753	280,213	54%
Interest Revenue	6,667		(6,667)	-100%
<b>TOTAL REVENUE</b>	<b>533,402</b>	<b>830,253</b>	<b>296,851</b>	<b>56%</b>
<b>DIRECT EXPENSES:</b>				
Bank Fees	1,395	2,160	(765)	-55%
Staff Membership Dues	200	200	-	0%
Gifts to injured Clients	490,880	500,000	(9,120)	-2%
CPF Board	877	1,500	(623)	-71%
<b>TOTAL DIRECT EXPENSES:</b>	<b>493,352</b>	<b>503,860</b>	<b>(10,508)</b>	<b>-2%</b>
<b>INDIRECT EXPENSES:</b>				
Salaries	85,746	88,000	(2,254)	-3%
Benefits	34,234	32,800	1,434	4%
OTHER INDIRECT EXPENSE	38,589	36,015	2,574	7%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>158,569</b>	<b>156,815</b>	<b>1,755</b>	<b>1%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>651,922</b>	<b>660,675</b>	<b>(8,753)</b>	<b>-1%</b>
<b>NET INCOME (LOSS):</b>	<b>(118,520)</b>	<b>169,578</b>	<b>288,098</b>	<b>243%</b>
FTEs	1.23	1.23		



## **Section 3**

# WASHINGTON STATE BAR ASSOCIATION

To: Section Chairs, Chair-Elects, and Treasurers

From: Kevin Plachy, Director of Advancement, Julianne Unite, Member Services and Engagement Manager, Carolyn MacGregor, Sections Program Coordinator

Re: FY 2022 Section Per-Member Charge

Date: May 5, 2021

The Section Per-Member Charge is calculated as part of the WSBA annual budget process. It is based on the first draft of the budget for costs of the administrative support to WSBA Section leaders and executive committees for the upcoming fiscal year as reflected in the Sections Administration cost center. These costs include: (1) salaries and benefits, (2) overhead, and (3) direct expenses.

***The Budget and Audit Committee of the Board of Governors reviewed the PMC charge calculation on May 5, 2021. The committee unanimously agreed not to increase the Per-Member Charge above the historical maximum of \$18.75. The FY2022 PMC will be \$18.75.***

## FY2022 PER-MEMBER CHARGE CALCULATION

### 1. SALARIES AND BENEFITS

The PMC includes the salaries and benefits of employees that directly support WSBA Sections: two-and-a-half full-time equivalent (FTE) Sections Team staff and a portion of an FTE in Finance and Administration for processing section financial transactions such as expense reports, invoice payments, and donations. *The PMC does not include any staff salaries or benefits for Mini-CLEs, sections' half-day, full-day, and multi-day CLEs, section membership dues processing, or any other work performed by WSBA employees in support of Sections.* Benefits are calculated as a percentage of total salaries. The percentage is derived from the WSBA's total salaries and benefits budget for the fiscal year. Items included in employee benefits are employer state and federal taxes and insurance, medical coverage, retirement plan contributions, employee bus passes, and employee service awards and assistance plan.

Direct Employee Support	Full Time Equivalent (FTE)
• Sections Administration Employees	2.5
• Administrative Employee Time <sup>1</sup>	0.08
<b>Total FTE</b>	<b>2.58</b>
• Salaries for 2.58 FTEs	\$161,848
• Benefits (29% of estimated salaries)	\$46,936

<b>Total FY22 Salaries and Benefits Budgeted for Sections</b>	<b>\$208,784</b>
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<sup>1</sup> Includes cost of employee time for processing accounts payable arising from section activities.

## 2. OVERHEAD

This charge includes expenses related to general operations attributable to all WSBA employees. Overhead cost is calculated based on a per-FTE dollar amount, which is derived by taking the total cost of overhead divided by the total number of WSBA FTEs. This generates a per-FTE cost, which is multiplied by the total number of FTEs allocated to the Sections Administration cost center. Overhead costs in the FY2021 Reforecasted Budget consist of:

Overhead Category	Cost
• Rent	\$1,975,334
• Furniture, Maintenance & Leasehold Improvements	\$30,000
• Office Supplies & Equipment	\$44,000
• Computer Software Depreciation	\$131,925
• Telephone & Internet	\$63,000
• Production Services	\$18,056
• Workplace Benefits	\$27,748
• HR Expenses	\$211,299
• Personal Property Taxes	\$9,121
• Furniture & Equipment Depreciation	\$52,285
• Computer Hardware Depreciation	\$46,773
• Insurance	\$225,718
• Professional Fees-Audit	\$32,000
• Bank Fees	\$62,251
• Information Technology Department Expenses	\$899,711
<b>Total Overhead Budgeted for FY21</b>	<b>\$3,829,221</b>
• Budgeted WSBA FTEs for FY2021	139.5
• Overhead per FTE = \$3,829,221/139.5	\$27,450

**Total Estimated FY22 overhead<sup>2</sup> to be charged to Sections (\$27,450 x 2.58 FTEs) = \$70,821**

## 3. DIRECT EXPENSES

These are out-of-pocket costs for administering WSBA Sections, and include:

- Dues Statements (paper, postage, and printing of annual section membership dues statements)
- Sections Program Events/Meetings Expenses (e.g., fall & spring section leaders meeting costs for food, supplies, and conference calls)
- Employee Travel (costs for staff to attend executive committee meetings and other section events)
- Subscriptions (for the Survey Monkey account used to administer section elections)
- Other (e.g., staff membership dues, unanticipated expenses, etc.)

**Direct expenses budgeted for all Sections = \$9,875**

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<sup>2</sup> Historically, there are small overhead differences between the estimated expenses and the final draft WSBA budget.

**FY2022 PER-MEMBER CHARGE CALCULATION BASED ON FY2021 BUDGET**

1. Total Salaries and Benefits	\$208,784
2. Total Overhead	\$70,821
3. Direct Expenses	<u>\$9,875</u>
<b>Total expenses for Sections Administration cost center</b>	<b>\$289,479</b>

**Estimated total # of section memberships for FY2022** **15,300 members**

**Total 2022 Cost Per-Member: \$18.92/member**

**The FY2022 Per-Member Charge will be capped at \$18.75.**

**FY2022 SECTION BUDGETS**

*As a reminder, Section Budget Requests and Request to Change Dues are due on July 1<sup>st</sup>. You may make additional changes after the budget has been submitted until August 23<sup>rd</sup>. Please email all budget documents to your Sections Program Team at: [sectionbudgets@wsba.org](mailto:sectionbudgets@wsba.org)*

If you have any questions about any of the information contained in this memo or need additional information, please feel free to contact your Sections Program Team for assistance.

Julianne Unite: [julianneu@wsba.org](mailto:julianneu@wsba.org)  
Carolyn MacGregor: [carolynm@wsba.org](mailto:carolynm@wsba.org)

## **Section 4**

**Washington State Bar Association  
FY2022 Budget v3**

**SACPU-Antitrust, Consumer Protection, & Unfair Business Practices**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	100	100	-	0%
Section Dues Revenue	5,000	4,600	(400)	-8%
<b>TOTAL REVENUE</b>	<b>5,100</b>	<b>4,700</b>	<b>(400)</b>	<b>-8%</b>
<b>DIRECT EXPENSES:</b>				
Executive Committee Expenses	750	750	-	0%
Ldship/Prof Develop/Retreats	500	500	-	0%
Membership & Recruiting Exp	100	100	-	0%
Per Member Charge	3,636	3,450	(186)	5%
Scholarships/Donations/Grant	6,000	6,000	-	
Law School Outreach	1,000	1,000	-	
Mini-CLE Expense	1,500	1,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>13,486</b>	<b>13,300</b>	<b>186</b>	<b>1%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>13,486</b>	<b>13,300</b>	<b>186</b>	<b>1%</b>
<b>NET INCOME (LOSS):</b>	<b>(8,386)</b>	<b>(8,600)</b>	<b>(214)</b>	<b>-3%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SADM-Administrative Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	400	150	(250)	-63%
Publications Revenue	6,000	4,000	(2,000)	-33%
Mini-CLE Revenue	1,600	4,000	2,400	150%
Section Dues Revenue	7,500	7,500	-	0%
<b>TOTAL REVENUE</b>	<b>15,500</b>	<b>15,650</b>	<b>150</b>	<b>1%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	400	-	(400)	100%
Attendance at BOG Meetings	125	125	-	0%
Awards	400	400	-	0%
Executive Committee Expenses	500	500	-	0%
Ldship/Prof Develop/Retreats	8,000	8,500	500	-6%
Membership & Recruiting Exp	125	125	-	0%
Newsletter/Publication Expense	1,000	1,000	-	0%
Per Member Charge	4,545	4,687	142	-3%
Reception/Forum Expense	500	500	-	0%
Mini-CLE Expense	1,000	1,500	500	
<b>TOTAL DIRECT EXPENSES:</b>	<b>16,595</b>	<b>17,337</b>	<b>(742)</b>	<b>-4%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>16,595</b>	<b>17,337</b>	<b>(742)</b>	<b>-4%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,095)</b>	<b>(1,687)</b>	<b>(592)</b>	<b>-54%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SANIM-Animal Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	100	-	(100)	-100%
Mini-CLE Revenue	250	250	-	0%
Section Dues Revenue	2,500	1,975	(525)	-21%
<b>TOTAL REVENUE</b>	<b>2,850</b>	<b>2,225</b>	<b>(625)</b>	<b>-22%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	75	10	(65)	87%
Executive Committee Expenses	500	500	-	0%
Membership & Recruiting Exp	100	100	-	0%
Per Member Charge	1,818	1,481	(337)	19%
Mini-CLE Expense	750	750	-	
Seminar Expense - Sections	2,500	2,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>5,743</b>	<b>5,341</b>	<b>402</b>	<b>7%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>5,743</b>	<b>5,341</b>	<b>402</b>	<b>7%</b>
<b>NET INCOME (LOSS):</b>	<b>(2,893)</b>	<b>(3,116)</b>	<b>(223)</b>	<b>-8%</b>



**Washington State Bar Association  
FY2022 Budget v3**

**SBUS-Business Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	10	10	-	0%
Mini-CLE Revenue	2,000	1,000	(1,000)	-50%
Seminar Splits w/CLE	100	800	700	700%
Section Dues Revenue	30,750	30,750	-	0%
<b>TOTAL REVENUE</b>	<b>32,860</b>	<b>32,560</b>	<b>(300)</b>	<b>-1%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	250	250	-	0%
Attendance at BOG Meetings	300	300	-	0%
Executive Committee Expenses	2,000	2,000	-	0%
Ldship/Prof Develop/Retreats	900	900	-	0%
Membership & Recruiting Exp	1,000	1,000	-	0%
Newsletter/Publication Expense	2,000	2,000	-	0%
Per Member Charge	22,361	23,063	702	-3%
Reception/Forum Expense		900	900	100%
New Lawyer Outreach		1,500	1,500	
Scholarships/Donations/Grant	6,500	7,000	500	
Section Committee Expense	2,200	2,200	-	
Section Special Projects		1,500	1,500	
Mini-CLE Expense	6,000	3,000	(3,000)	
Seminar Expense - Sections	250	2,000	1,750	
<b>TOTAL DIRECT EXPENSES:</b>	<b>43,761</b>	<b>47,613</b>	<b>(3,852)</b>	<b>-9%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>43,761</b>	<b>47,613</b>	<b>(3,852)</b>	<b>-9%</b>
<b>NET INCOME (LOSS):</b>	<b>(10,901)</b>	<b>(15,053)</b>	<b>(4,152)</b>	<b>-38%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SCAN-Cannabis Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	500	250	(250)	-50%
Seminar Splits w/CLE	500	-	(500)	-100%
Section Dues Revenue	2,500	2,125	(375)	-15%
<b>TOTAL REVENUE</b>	<b>3,500</b>	<b>2,375</b>	<b>(1,125)</b>	<b>-32%</b>
<b>DIRECT EXPENSES:</b>				
Membership & Recruiting Exp	75	50	(25)	33%
Per Member Charge	1,818	1,594	(224)	12%
Mini-CLE Expense	336	200	(136)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>2,229</b>	<b>1,844</b>	<b>385</b>	<b>17%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>2,229</b>	<b>1,844</b>	<b>385</b>	<b>17%</b>
<b>NET INCOME (LOSS):</b>	<b>1,271</b>	<b>531</b>	<b>(740)</b>	<b>58%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SCD-Creditor Debtor Rights**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments		300	300	100%
Seminar Splits w/CLE	516	600	84	16%
Section Dues Revenue	14,070	14,100	30	0%
<b>TOTAL REVENUE</b>	<b>14,586</b>	<b>15,000</b>	<b>414</b>	<b>3%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	100	150	50	-50%
Annual or Other Meeting Expens	300	300	-	0%
Awards	350	-	(350)	100%
Executive Committee Expenses	5,400	5,400	-	0%
Membership & Recruiting Exp	250	250	-	0%
Newsletter/Publication Expense	600	600	-	0%
Per Member Charge	8,526	8,500	(26)	0%
Scholarships/Donations/Grant	5,000	5,000	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>20,526</b>	<b>20,200</b>	<b>326</b>	<b>2%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>20,526</b>	<b>20,200</b>	<b>326</b>	<b>2%</b>
<b>NET INCOME (LOSS):</b>	<b>(5,940)</b>	<b>(5,200)</b>	<b>740</b>	<b>12%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SCON-Construction Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	1,800	1,800	-	0%
Seminar Splits w/Others	6,000	6,000	-	0%
Section Dues Revenue	12,250	12,000	(250)	-2%
<b>TOTAL REVENUE</b>	<b>20,050</b>	<b>19,800</b>	<b>(250)</b>	<b>-1%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	100	20	(80)	80%
Awards	700	3,500	2,800	-400%
Executive Committee Expenses	5,000	5,000	-	0%
Ldship/Prof Develop/Retreats	2,500	2,500	-	0%
Membership & Recruiting Exp	100	500	400	-400%
Newsletter/Publication Expense	3,500	2,500	(1,000)	29%
Per Member Charge	8,909	8,909	-	0%
Reception/Forum Expense	4,500	4,500	-	0%
Scholarships/Donations/Grant	500	500	-	
Section Special Projects	750	750	-	
Mini-CLE Expense	3,000	3,500	500	
Seminar Expense - Sections	1,500	1,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>31,059</b>	<b>33,679</b>	<b>(2,620)</b>	<b>-8%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>31,059</b>	<b>33,679</b>	<b>(2,620)</b>	<b>-8%</b>
<b>NET INCOME (LOSS):</b>	<b>(11,009)</b>	<b>(13,879)</b>	<b>(2,870)</b>	<b>-26%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SCORP-Corporate Counsel**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	8,000	10,000	2,000	25%
Seminar Splits w/CLE	6,700	5,345	(1,355)	-20%
Seminar Splits w/Others	3,000	1,500	(1,500)	-50%
Section Dues Revenue	22,000	24,000	2,000	9%
<b>TOTAL REVENUE</b>	<b>17,700</b>	<b>16,845</b>	<b>(855)</b>	<b>-5%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls		150	150	100%
Awards	250	200	(50)	20%
Executive Committee Expenses	2,500	500	(2,000)	80%
Ldship/Prof Develop/Retreats		1,250	1,250	100%
Membership & Recruiting Exp	500	500	-	0%
Newsletter/Publication Expense		150	150	100%
Per Member Charge	19,998	22,500	2,502	-13%
Reception/Forum Expense	500	500	-	0%
Scholarships/Donations/Grant	5,000	6,000	1,000	
Mini-CLE Expense	14,000	8,750	(5,250)	
Seminar Expense - Sections	3,000	3,000	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>45,748</b>	<b>43,500</b>	<b>2,248</b>	<b>5%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>45,748</b>	<b>43,500</b>	<b>2,248</b>	<b>5%</b>
<b>NET INCOME (LOSS):</b>	<b>(28,048)</b>	<b>(26,655)</b>	<b>1,393</b>	<b>5%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SCRIM-Criminal Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue		1,000	1,000	100%
Seminar Splits w/CLE	-	2,700	2,700	100%
Section Dues Revenue	10,620	11,010	390	4%
<b>TOTAL REVENUE</b>	<b>10,620</b>	<b>14,710</b>	<b>4,090</b>	<b>39%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls		100	100	100%
Annual or Other Meeting Expens	4,500	4,500	-	0%
Executive Committee Expenses	9,000	9,000	-	0%
Executive Comm Exp - Other		1,000	1,000	100%
Ldship/Prof Develop/Retreats	6,000	6,000	-	0%
Membership & Recruiting Exp		500	500	100%
Per Member Charge	6,436	6,881	445	-7%
Reception/Forum Expense	2,000	2,000	-	0%
New Lawyer Outreach	500	500	-	
Scholarships/Donations/Grant	3,500	3,500	-	
Law School Outreach	500	1,000	500	
Mini-CLE Expense	800	1,500	700	
Seminar Expense - Sections	9,500	9,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>42,736</b>	<b>45,981</b>	<b>(3,245)</b>	<b>-8%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>42,736</b>	<b>45,981</b>	<b>(3,245)</b>	<b>-8%</b>
<b>NET INCOME (LOSS):</b>	<b>(32,116)</b>	<b>(31,271)</b>	<b>845</b>	<b>3%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SCRL-Civil Rights Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	1,500	1,000	(500)	-33%
Seminar Splits w/CLE		400	400	100%
Section Dues Revenue	4,200	4,500	300	7%
<b>TOTAL REVENUE</b>	<b>5,700</b>	<b>5,900</b>	<b>200</b>	<b>4%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	400	400	-	0%
Attendance at BOG Meetings	200	200	-	0%
Awards	300	300	-	0%
Executive Committee Expenses	1,700	1,700	-	0%
Honorarium	500	500	-	0%
Ldship/Prof Develop/Retreats	1,500	1,500	-	0%
Membership & Recruiting Exp	300	300	-	0%
Per Member Charge	2,545	2,813	268	-11%
Reception/Forum Expense	1,000	1,000	-	0%
Law School Outreach	700	700	-	
Mini-CLE Expense	500	500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>9,645</b>	<b>9,913</b>	<b>(268)</b>	<b>-3%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>9,645</b>	<b>9,913</b>	<b>(268)</b>	<b>-3%</b>
<b>NET INCOME (LOSS):</b>	<b>(3,945)</b>	<b>(4,013)</b>	<b>(68)</b>	<b>-2%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SDR-Alternative Dispute Resolution**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Conferences & Institutes	5,000	8,000	3,000	60%
Section Dues Revenue	11,060	11,165	105	1%
<b>TOTAL REVENUE</b>	<b>16,060</b>	<b>19,165</b>	<b>3,105</b>	<b>19%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	750	750	-	0%
Annual or Other Meeting Expens	500	500	-	0%
Attendance at BOG Meetings	250	250	-	0%
Executive Committee Expenses	1,800	1,800	-	0%
Ldship/Prof Develop/Retreats	5,500	5,500	-	0%
Membership & Recruiting Exp	2,750	2,750	-	0%
Per Member Charge	5,745	5,981	236	-4%
Section Committee Expense	4,000	4,000	-	
Mini-CLE Expense	2,000	2,000	-	
Seminar Expense - Sections		10,000	10,000	
Website Expenses	-	500	500	
<b>TOTAL DIRECT EXPENSES:</b>	<b>23,295</b>	<b>34,031</b>	<b>(10,736)</b>	<b>-46%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>23,295</b>	<b>34,031</b>	<b>(10,736)</b>	<b>-46%</b>
<b>NET INCOME (LOSS):</b>	<b>(7,235)</b>	<b>(14,866)</b>	<b>(7,631)</b>	<b>-105%</b>



**Washington State Bar Association  
FY2022 Budget v3**

**SELD-Elder Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	10	-	(10)	-100%
Seminar Splits w/CLE	1,848	10,400	8,552	463%
Section Dues Revenue	22,050	21,403	(647)	-3%
<b>TOTAL REVENUE</b>	<b>23,908</b>	<b>31,803</b>	<b>7,895</b>	<b>33%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	600	600	-	0%
Executive Committee Expenses	1,500	1,500	-	0%
Ldship/Prof Develop/Retreats	5,000	5,000	-	0%
Legislative/Lobbying	1,500	1,500	-	0%
Membership & Recruiting Exp	100	100	-	0%
Per Member Charge	11,453	11,456	3	0%
Reception/Forum Expense	3,000	3,000	-	0%
Scholarships/Donations/Grant	15,000	15,000	-	
Section Special Projects	2,500	2,500	-	
Seminar Expense - Sections	1,500	1,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>42,153</b>	<b>42,156</b>	<b>(3)</b>	<b>0%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>42,153</b>	<b>42,156</b>	<b>(3)</b>	<b>0%</b>
<b>NET INCOME (LOSS):</b>	<b>(18,245)</b>	<b>(10,353)</b>	<b>7,892</b>	<b>43%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SELU-Environmental & Land Use Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	500	500	-	0%
Seminar Splits w/CLE	4,000	7,580	3,580	90%
Section Dues Revenue	30,000	30,000	-	0%
<b>TOTAL REVENUE</b>	<b>34,500</b>	<b>38,080</b>	<b>3,580</b>	<b>10%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	300	300	-	0%
Awards	150	400	250	-167%
Executive Committee Expenses	2,000	2,000	-	0%
Executive Comm Exp - Other	8,000	10,000	2,000	-25%
Membership & Recruiting Exp	200	-	(200)	100%
Per Member Charge	13,635	14,063	428	-3%
Scholarships/Donations/Grant	4,000	9,000	5,000	
Law School Outreach	1,500	1,000	(500)	
Mini-CLE Expense	3,000	2,500	(500)	
Seminar Expense - Sections	1,975	2,000	25	
Website Expenses	140	140	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>34,900</b>	<b>41,403</b>	<b>(6,503)</b>	<b>-19%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>34,900</b>	<b>41,403</b>	<b>(6,503)</b>	<b>-19%</b>
<b>NET INCOME (LOSS):</b>	<b>(400)</b>	<b>(3,323)</b>	<b>(2,923)</b>	<b>-731%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SFAM-Family Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Seminar Splits w/CLE	9,000	15,550	6,550	73%
Seminar Splits w/Others	1,000	-	(1,000)	-100%
Section Dues Revenue	34,125	34,125	-	0%
<b>TOTAL REVENUE</b>	<b>44,125</b>	<b>49,675</b>	<b>5,550</b>	<b>13%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	1,000	200	(800)	80%
Annual or Other Meeting Expens	1,500	1,500	-	0%
Attendance at BOG Meetings	3,000	2,000	(1,000)	33%
Awards	1,900	1,900	-	0%
Executive Committee Expenses	16,000	16,000	-	0%
Executive Comm Exp - Other	10,000	10,000	-	0%
Membership & Recruiting Exp	1,000	1,000	-	0%
Per Member Charge	17,726	18,281	555	-3%
Scholarships/Donations/Grant	10,000	10,000	-	
Mini-CLE Expense	2,000	2,000	-	
Seminar Expense - Sections	6,000	-	(6,000)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>70,126</b>	<b>62,881</b>	<b>7,245</b>	<b>10%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>70,126</b>	<b>62,881</b>	<b>7,245</b>	<b>10%</b>
<b>NET INCOME (LOSS):</b>	<b>(26,001)</b>	<b>(13,206)</b>	<b>12,795</b>	<b>49%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SHEA-Health Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	1,200	1,200	-	0%
Section Dues Revenue	7,600	7,780	180	2%
<b>TOTAL REVENUE</b>	<b>8,800</b>	<b>8,980</b>	<b>180</b>	<b>2%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	500	500	-	0%
Executive Committee Expenses	2,500	2,500	-	0%
Executive Comm Exp - Other	500	500	-	0%
Honorarium	5,000	5,000	-	0%
Ldship/Prof Develop/Retreats	4,000	4,000	-	0%
Membership & Recruiting Exp	2,000	2,000	-	0%
Per Member Charge	6,908	7,294	386	-6%
Scholarships/Donations/Grant	2,000	2,500	500	
Mini-CLE Expense	1,800	1,800	-	
Seminar Expense - Sections	400	15,000	14,600	
Seminar Scholarships	625	2,500	1,875	
<b>TOTAL DIRECT EXPENSES:</b>	<b>26,233</b>	<b>43,594</b>	<b>(17,361)</b>	<b>-66%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>26,233</b>	<b>43,594</b>	<b>(17,361)</b>	<b>-66%</b>
<b>NET INCOME (LOSS):</b>	<b>(17,433)</b>	<b>(34,614)</b>	<b>(17,181)</b>	<b>-99%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SIND-Indian Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Seminar Splits w/CLE	500	2,750	2,250	450%
Seminar Splits w/Others	7,000	-	(7,000)	-100%
Section Dues Revenue	9,270	9,600	330	4%
<b>TOTAL REVENUE</b>	<b>16,770</b>	<b>12,350</b>	<b>(4,420)</b>	<b>-26%</b>
<b>DIRECT EXPENSES:</b>				
Executive Committee Expenses	400	400	-	0%
Honorarium	300	300	-	0%
Membership & Recruiting Exp	800	800	-	0%
Newsletter/Publication Expense	1,250	1,250	-	0%
Per Member Charge	5,618	6,000	382	-7%
Reception/Forum Expense	1,920	2,000	80	-4%
Scholarships/Donations/Grant	10,000	10,000	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>20,288</b>	<b>20,750</b>	<b>(462)</b>	<b>-2%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>20,288</b>	<b>20,750</b>	<b>(462)</b>	<b>-2%</b>
<b>NET INCOME (LOSS):</b>	<b>(3,518)</b>	<b>(8,400)</b>	<b>(4,882)</b>	<b>-139%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SINTL-International Practice**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	50	-	(50)	-100%
Receptions Revenue	250	-	(250)	-100%
Mini-CLE Revenue	3,500	1,200	(2,300)	-66%
Section Dues Revenue	10,000	9,000	(1,000)	-10%
<b>TOTAL REVENUE</b>	<b>13,800</b>	<b>10,200</b>	<b>(3,600)</b>	<b>-26%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls		150	150	100%
Annual or Other Meeting Expens	2,000	-	(2,000)	100%
Executive Committee Expenses	500	500	-	0%
Ldship/Prof Develop/Retreats	300	-	(300)	100%
Membership & Recruiting Exp	50	50	-	0%
Per Member Charge	4,545	4,219	(326)	7%
Reception/Forum Expense	2,000	2,000	-	0%
Scholarships/Donations/Grant	6,500	1,000	(5,500)	
Law School Outreach	5,000	1,000	(4,000)	
Mini-CLE Expense	1,500	1,500	-	
Website Expenses	450	10,000	9,550	
<b>TOTAL DIRECT EXPENSES:</b>	<b>22,845</b>	<b>20,419</b>	<b>2,426</b>	<b>11%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>22,845</b>	<b>20,419</b>	<b>2,426</b>	<b>11%</b>
<b>NET INCOME (LOSS):</b>	<b>(9,045)</b>	<b>(10,219)</b>	<b>(1,174)</b>	<b>-13%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SIP-Intellectual Property Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments		250	250	100%
Mini-CLE Revenue	500	770	270	54%
Seminar Splits w/CLE	5,000	4,900	(100)	-2%
Section Dues Revenue	21,625	20,875	(750)	-3%
<b>TOTAL REVENUE</b>	<b>27,125</b>	<b>26,795</b>	<b>(330)</b>	<b>-1%</b>
<b>DIRECT EXPENSES:</b>				
Awards	100	-	(100)	100%
Executive Committee Expenses	2,400	1,000	(1,400)	58%
Ldship/Prof Develop/Retreats	1,000	1,000	-	0%
Membership & Recruiting Exp	2,000	2,000	-	0%
Per Member Charge	15,726	15,180	(546)	3%
Reception/Forum Expense	3,750	3,750	-	0%
Scholarships/Donations/Grant	12,000	7,500	(4,500)	
Section Special Projects	500	-	(500)	
Law School Outreach	1,000	500	(500)	
Mini-CLE Expense	1,500	1,500	-	
Seminar Expense - Sections	6,500	6,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>46,476</b>	<b>38,930</b>	<b>7,546</b>	<b>16%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>46,476</b>	<b>38,930</b>	<b>7,546</b>	<b>16%</b>
<b>NET INCOME (LOSS):</b>	<b>(19,351)</b>	<b>(12,135)</b>	<b>7,216</b>	<b>37%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SJUV-Juvenile Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Section Dues Revenue	4,900	4,500	(400)	-8%
<b>TOTAL REVENUE</b>	<b>4,900</b>	<b>4,500</b>	<b>(400)</b>	<b>-8%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	300	150	(150)	50%
Executive Committee Expenses	500	500	-	0%
Honorarium	500	-	(500)	100%
Ldship/Prof Develop/Retreats	500	1,000	500	-100%
Membership & Recruiting Exp	250	250	-	0%
Per Member Charge	2,545	2,500	(45)	2%
Scholarships/Donations/Grant	500	-	(500)	
Minl-CLE Expense	500	500	-	
Seminar Expense - Sections	500	1,000	500	
<b>TOTAL DIRECT EXPENSES:</b>	<b>6,095</b>	<b>5,900</b>	<b>195</b>	<b>3%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>6,095</b>	<b>5,900</b>	<b>195</b>	<b>3%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,195)</b>	<b>(1,400)</b>	<b>(205)</b>	<b>-17%</b>



**Washington State Bar Association  
FY2022 Budget v3**

**SLAMP-Legal Assistance to Military Personnel**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Section Dues Revenue	2,450	2,625	175	7%
<b>TOTAL REVENUE</b>	<b>2,450</b>	<b>2,625</b>	<b>175</b>	<b>7%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	300	200	(100)	33%
Executive Committee Expenses	300	50	(250)	83%
Membership & Recruiting Exp	200	-	(200)	100%
Newsletter/Publication Expense	200	100	(100)	50%
Per Member Charge	1,273	1,406	133	-10%
Scholarships/Donations/Grant	2,000	2,000	-	
MinI-CLE Expense	224	500	276	
<b>TOTAL DIRECT EXPENSES:</b>	<b>4,497</b>	<b>4,256</b>	<b>241</b>	<b>5%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>4,497</b>	<b>4,256</b>	<b>241</b>	<b>5%</b>
<b>NET INCOME (LOSS):</b>	<b>(2,047)</b>	<b>(1,631)</b>	<b>416</b>	<b>20%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SLB-Low Bono**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	50	-	(50)	-100%
Mini-CLE Revenue	-	3,000	3,000	100%
Seminar Splits w/CLE	700	-	(700)	-100%
Seminar Splits w/Others	300	500	200	67%
Section Dues Revenue	2,100	2,550	450	21%
<b>TOTAL REVENUE</b>	<b>3,150</b>	<b>6,050</b>	<b>2,900</b>	<b>92%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	20	10	(10)	50%
Annual or Other Meeting Expens	200	200	-	0%
Attendance at BOG Meetings	100	100	-	0%
Awards	80	50	(30)	38%
Executive Committee Expenses	175	175	-	0%
Ldship/Prof Develop/Retreats	1,000	1,000	-	0%
Membership & Recruiting Exp	200	200	-	0%
Newsletter/Publication Expense	175	2,000	1,825	-1043%
Per Member Charge	1,273	1,594	321	-25%
New Lawyer Outreach	200	200	-	
Scholarships/Donations/Grant		300	300	
Section Special Projects		300	300	
Law School Outreach	200	200	-	
Mini-CLE Expense	80	200	120	
<b>TOTAL DIRECT EXPENSES:</b>	<b>3,703</b>	<b>6,529</b>	<b>(2,826)</b>	<b>-76%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>3,703</b>	<b>6,529</b>	<b>(2,826)</b>	<b>-76%</b>
<b>NET INCOME (LOSS):</b>	<b>(553)</b>	<b>(479)</b>	<b>74</b>	<b>13%</b>

**Washington State Bar Association  
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**SLE-Labor & Employment Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	100	-	(100)	-100%
Mini-CLE Revenue	500	500	-	0%
Seminar Splits w/CLE	11,200	14,045	2,845	25%
Section Dues Revenue	29,400	28,890	(510)	-2%
<b>TOTAL REVENUE</b>	<b>41,200</b>	<b>43,435</b>	<b>2,235</b>	<b>5%</b>
<b>DIRECT EXPENSES:</b>				
Printing & Copying	200	200	-	0%
Conference Calls	300	300	-	0%
Executive Committee Expenses	6,500	6,500	-	0%
Honorarium	1,000	1,000	-	0%
Ldship/Prof Develop/Retreats	7,500	7,500	-	0%
Per Member Charge	17,816	18,375	559	-3%
Reception/Forum Expense	3,000	3,000	-	0%
Scholarships/Donations/Grant	15,000	15,000	-	
Law School Outreach	1,500	1,500	-	
Mini-CLE Expense	14,000	14,000	-	
Seminar Expense - Sections	3,000	3,000	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>69,816</b>	<b>70,375</b>	<b>(559)</b>	<b>-1%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>69,816</b>	<b>70,375</b>	<b>(559)</b>	<b>-1%</b>
<b>NET INCOME (LOSS):</b>	<b>(28,616)</b>	<b>(26,940)</b>	<b>1,676</b>	<b>6%</b>

**Washington State Bar Association  
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**SLGBT-LGBT Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	200	-	(200)	-100%
Section Dues Revenue	3,300	3,300	-	0%
<b>TOTAL REVENUE</b>	<b>3,500</b>	<b>3,300</b>	<b>(200)</b>	<b>-6%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	275	200	(75)	27%
Annual or Other Meeting Expens	200	200	-	0%
Executive Committee Expenses	200	200	-	0%
Honorarium	300	500	200	-67%
Membership & Recruiting Exp	700	700	-	0%
Per Member Charge	2,000	2,063	63	-3%
Scholarships/Donations/Grant	200	200	200	-
Mini-CLE Expense	500	1,000	500	-
Seminar Scholarships	500	500	-	-
<b>TOTAL DIRECT EXPENSES:</b>	<b>4,675</b>	<b>5,563</b>	<b>(888)</b>	<b>-19%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>4,675</b>	<b>5,563</b>	<b>(888)</b>	<b>-19%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,175)</b>	<b>(2,263)</b>	<b>(1,088)</b>	<b>-93%</b>

**Washington State Bar Association  
FY2022 Budget v3**

**SLIT-Litigation Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	100	100	-	0%
Seminar Splits w/CLE	5,000	3,000	(2,000)	-40%
Section Dues Revenue	29,700	29,700	-	0%
<b>TOTAL REVENUE</b>	<b>34,800</b>	<b>32,800</b>	<b>(2,000)</b>	<b>-6%</b>
<b>DIRECT EXPENSES:</b>				
Awards	1,500	1,500	-	0%
Breakfast/Lunch/Dinner Mtg Exp	5,500	5,500	-	0%
Executive Committee Expenses	12,750	12,750	-	0%
Membership & Recruiting Exp	1,000	1,000	-	0%
Newsletter/Publication Expense	500	500	-	0%
Per Member Charge	17,998	17,998	-	0%
New Lawyer Outreach	600	600	-	
Scholarships/Donations/Grant	6,000	6,000	-	
Law School Outreach	1,500	1,500	-	
Seminar Expense - Sections	750	750	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>48,098</b>	<b>48,098</b>	<b>-</b>	<b>0%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>48,098</b>	<b>48,098</b>	<b>-</b>	<b>0%</b>
<b>NET INCOME (LOSS):</b>	<b>(13,298)</b>	<b>(15,298)</b>	<b>(2,000)</b>	<b>-15%</b>

**Washington State Bar Association  
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**SRPPT-Real Property, Probate, & Trust**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	500	-	(500)	-100%
Seminar Splits w/CLE	36,000	71,424	35,424	98%
Section Dues Revenue	56,875	56,875	-	0%
<b>TOTAL REVENUE</b>	<b>93,375</b>	<b>128,299</b>	<b>34,924</b>	<b>37%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	100	150	50	-50%
Attendance at BOG Meetings	1,000	1,000	-	0%
Executive Committee Expenses	10,000	10,000	-	0%
Executive Comm Exp - Other	16,000	16,000	-	0%
Ldship/Prof Develop/Retreats	20,000	20,000	-	0%
Legislative/Lobbying	500	500	-	0%
Membership & Recruiting Exp	500	500	-	0%
Newsletter/Publication Expense	2,000	2,000	-	0%
Per Member Charge	41,360	41,360	-	0%
New Lawyer Outreach	1,000	1,000	-	0%
Scholarships/Donations/Grant	7,000	7,000	-	0%
Mini-CLE Expense	224	224	-	0%
Seminar Expense - Sections	6,000	6,000	-	0%
Website Expenses	5,000	5,000	-	0%
<b>TOTAL DIRECT EXPENSES:</b>	<b>110,684</b>	<b>110,734</b>	<b>(50)</b>	<b>0%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>110,684</b>	<b>110,734</b>	<b>(50)</b>	<b>0%</b>
<b>NET INCOME (LOSS):</b>	<b>(17,309)</b>	<b>17,565</b>	<b>34,874</b>	<b>201%</b>

**Washington State Bar Association  
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**SSEN-Senior Lawyers**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	50	100	50	100%
Mini-CLE Revenue	1,400	2,500	1,100	79%
Section Dues Revenue	5,500	6,250	750	14%
<b>TOTAL REVENUE</b>	<b>6,950</b>	<b>8,850</b>	<b>1,900</b>	<b>27%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	250	250	-	0%
Executive Committee Expenses	1,000	1,000	-	0%
Newsletter/Publication Expense	1,500	1,250	(250)	17%
Per Member Charge	4,000	4,688	687	-17%
<b>TOTAL DIRECT EXPENSES:</b>	<b>6,750</b>	<b>7,188</b>	<b>(438)</b>	<b>-6%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>6,750</b>	<b>7,188</b>	<b>(437)</b>	<b>-6%</b>
<b>NET INCOME (LOSS):</b>	<b>200</b>	<b>1,663</b>	<b>1,463</b>	<b>-731%</b>

**Washington State Bar Association  
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**SSSP-Solo & Small Practice**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Interest - Investments	100	-	(100)	-100%
Mini-CLE Revenue	6,000	5,000	(1,000)	-17%
Section Dues Revenue	31,500	31,500	-	0%
<b>TOTAL REVENUE</b>	<b>37,600</b>	<b>36,500</b>	<b>(1,100)</b>	<b>-3%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	750	350	(400)	53%
Attendance at BOG Meetings	100	100	-	0%
Executive Committee Expenses	1,000	1,000	-	0%
Ldship/Prof Develop/Retreats	5,000	5,000	-	0%
Membership & Recruiting Exp	3,000	3,000	-	0%
Per Member Charge	16,362	16,875	513	-3%
Scholarships/Donations/Grant		1,000	1,000	
Section Special Projects	1,500	1,500	-	
Mini-CLE Expense	3,000	3,000	-	
Seminar Expense - Sections	5,000	5,000	-	
Website Expenses	1,750	1,750	-	
Seminar Scholarships	1,500	2,000	500	
<b>TOTAL DIRECT EXPENSES:</b>	<b>38,962</b>	<b>40,575</b>	<b>(1,613)</b>	<b>-4%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>38,962</b>	<b>40,575</b>	<b>(1,613)</b>	<b>-4%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,362)</b>	<b>(4,075)</b>	<b>(2,713)</b>	<b>-199%</b>



**Washington State Bar Association  
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**STAX-Taxation Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Annual or Other Meeting Rev	4,200	2,000	(2,200)	-52%
Mini-CLE Revenue	-	500	500	100%
Section Dues Revenue	13,000	12,460	(540)	-4%
<b>TOTAL REVENUE</b>	<b>17,200</b>	<b>14,960</b>	<b>(2,240)</b>	<b>-13%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	425	-	(425)	100%
Annual or Other Meeting Expens	10,100	10,000	(100)	1%
Awards	400	400	-	0%
Executive Committee Expenses	1,020	2,000	980	-96%
Membership & Recruiting Exp	1,500	2,000	500	-33%
Newsletter/Publication Expense	1,500	-	(1,500)	100%
Per Member Charge	11,817	11,681	(136)	1%
Reception/Forum Expense	4,000	4,500	500	-13%
Scholarships/Donations/Grant	2,500	5,000	2,500	
Section Special Projects	6,000	6,000	-	
Mini-CLE Expense	100	500	400	
Seminar Expense - Sections	4,000	4,000	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>43,362</b>	<b>46,081</b>	<b>(2,719)</b>	<b>-6%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>43,362</b>	<b>46,081</b>	<b>(2,719)</b>	<b>-6%</b>
<b>NET INCOME (LOSS):</b>	<b>(26,162)</b>	<b>(31,121)</b>	<b>(4,959)</b>	<b>-19%</b>

**Washington State Bar Association  
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**SWP-World Peace Through Law**

	FY21 Reforecast	FY22 Budget v3	FY22 Budget vs FY21 Reforecast F/(U)	% of change F/(U)
<b>REVENUE:</b>				
Mini-CLE Revenue	1,500	1,500	-	0%
Section Dues Revenue	3,600	4,020	420	12%
<b>TOTAL REVENUE</b>	<b>5,100</b>	<b>5,520</b>	<b>420</b>	<b>8%</b>
<b>DIRECT EXPENSES:</b>				
Conference Calls	300	500	200	-67%
Awards	500	500	-	0%
Executive Committee Expenses	300	150	(150)	50%
Membership & Recruiting Exp	1,000	1,000	-	0%
Per Member Charge	2,182	2,531	349	-16%
Reception/Forum Expense	100	500	400	-400%
Scholarships/Donations/Grant	3,000	3,000	-	
Section Special Projects	200	200	-	
Law School Outreach	100	100	-	
Mini-CLE Expense	1,500	1,500	-	
Seminar Expense - Sections	1,500	1,500	-	
<b>TOTAL DIRECT EXPENSES:</b>	<b>10,682</b>	<b>11,481</b>	<b>(799)</b>	<b>-7%</b>
<b>INDIRECT EXPENSES:</b>				
<b>TOTAL ALL EXPENSES:</b>	<b>10,682</b>	<b>11,481</b>	<b>(799)</b>	<b>-7%</b>
<b>NET INCOME (LOSS):</b>	<b>(5,582)</b>	<b>(5,961)</b>	<b>(379)</b>	<b>-7%</b>