Washington Young Lawyers Committee

Washington Young Lawyers Committee Meeting | Hybrid – WSBA Office Saturday, April 20, 2024 | 10:00 a.m. – 12:30 p.m.

Via Zoom | Meeting ID: 845 8591 0394 | Passcode 032727 | Call In 888-788-0099

AGENDA:

- 1) Welcome & Introductions; Approval of March Minutes Aaron
- 2) BOG At-large Candidate Interviews All
- 3) WSBA Updates Julianne/ Chelle
- 4) Summer Bar Exam Social Discussion Stephan
- 5) Project Team Presentations and Regional Reports All
 - a) Public Service Leadership Award Alex
 - b) STAR Committee Updates Cody
 - c) Recruitment and Outreach Zach
 - d) Financial Focus CLE Elyse, Chawisa
- 6) New ideas for Next Meeting All
- 7) **Adjournment** Aaron

2023 - 2024 WYLC Meeting Schedule

November 18, 2023	Meeting: 10:00 am - 2:00 pm	Hybrid/WSBA Offices, Seattle
January 20, 2024	Meeting: 10:00 am – 12:30 pm	Virtual
March 16, 2024	Meeting: 10:00 am - 12:30 pm	Hybrid
April 20, 2024	Meeting: 10:00 am - 2:00 pm	Hybrid/WSBA Office, Seattle
July 13, 2024	Meeting: 10:00 am - 12:30 pm	Hybrid/Bellingham
September 14, 2024	Meeting: 10:00 am - 2:00 pm	Hybrid/Seattle

Washington Young Lawyers Committee

Washington Young Lawyers Committee Meeting I Virtual Only Saturday, March 16, 2024 | 10:05 a.m. – 12:28 p.m.

Meeting Minutes

WYLC Members Present In-Person or Phone: Aaron Haynes, Bethany Nolan, Chawisa Laicharoenwat, Elyse Waters, Mason Ji, Matt Rommelmann, Stephan Yhann, Sydney Sherman

WYLC Members Absent: Adin Johnson, Alexander Reaganson, Catarina Ferriera (excused), Cody

Branstetter, Mackenzie Lloyd (excused), Zachary Davison

Board of Governors Liaisons: Jordan Couch

WSBA Staff: Chelle Gegax – WSBA Member Services and Engagement Administrative Assistant, Curtiss Melvin - WSBA Member Engagement Specialist, Julianne Unite – WSBA Member Services and Engagement Manager

Welcome & Approval of January Meeting Minutes - Aaron Haynes, WYLC Chair

WYLC Chair, Aaron Haynes, welcome those in attendance and called the meeting to order at 10:05 a.m. On motion by WYLC Member Stephan Yhann, seconded by WYLC Member, Bethany Nolan, the WYLC unanimously approved the January meeting minutes (8-0-0).

Introductions - Aaron Haynes

WYLC Committee Members provided brief introductions for those in attendance for their first meeting. Melissa Hall introduced herself as an attorney from Smol Law and is attending today to discuss a potential CLE presentation idea to the WYLC.

CLE Presentation Idea to WYLC - Melissa Hall, Smol Law

Melissa provided a rough description of the CLE idea in the chat: "Professionalism explained: the social role of the attorney." Being a lawyer is both a profession and a social role. We have a lot of training that prepares us for the profession but very little that prepares us for the social role. Talking about social norms and expectations can be uncomfortable and something we don't always have clear language for, but it can be something we just decide to talk about. By having an explicit conversation about social norms with new lawyers I hope to give guidance to people who were not born into a situation where they could learn by observing."

Melissa feels that it is important to have training around things that are often discovered by trial and error. Social expectations are sometimes what pushes people out of the profession. Aaron asked for clarification on what Melissa's goal would be; to have the CLE in person, on professionalism; would it be a free CLE. Melissa responded that she was flexible, and comfortable doing it in-person or virtual, but would prefer that some of the committee also be involved. WSBA Member Services and Engagement Specialist, Curtiss Melvin, asked what Melissa's expectations would be for presenters; would it be a panel

with other experienced lawyers who shared insight on professionalism? Melissa responded that she was not looking for a panel. Stephan asked if this would be an Ethics or Other CLE? Melissa responded that it would likely be qualified as Other. Melissa feels that professionalism tends to be something that attorneys are often uncomfortable speaking about. Aaron asked if there was anyone on the committee that would be interested in pairing with Melissa and discussing additional topics and structure. Aaron felt that before the WYLC committed to partnering with Melissa, that there should be more structure defined to understand the goal more. Curtiss advised that WSBA CLE would help facilitate the planning of this CLE and that they do not have capacity until likely after September. Melissa commented that as lawyers, one job is to help people get into a problem-solving space and that puts people in positions where they are very emotionally charged, and lawyers are not typically taught how to handle these types of situations. Lawyers help people deal with being scared and afraid of what is to come next, but not taught how to managed that. Stephan commented that it sounded like professionalism topics, but within the scope of client interactions, not within the courtroom, or dealing with opposing counsel. WYLC Member Matthew Rommelmann commented in the chat: I think it's an interesting idea, Melissa. Managing clients/client emotions is a huge thing for me in several areas that I practice in. WSBA Member Services and Engagement Administrative Assistant, Chelle Gegax, commented that it would be important to address next steps and identify potential WYLC members that would be able to assist Melissa in planning. Chelle also commented that when planning with the Financial Focus CLE with WSBA CLE, the available timeline was Aug/Sept, and there would likely not be any time available before that. It could be that this would extend into FY25. All parties stated that was acceptable. Matthew commented that he was interested in assisting with Melissa. WYLC Member Sydney Sherman is also interested in partnering with Melissa. Melissa, Matthew, and Sydney shared contact information in the chat and will connect offline. Chelle and Curtiss will connect with CLE to determine a potential timeline.

WSBA/WYLC Updates - Aaron Haynes, Curtiss Melvin, Member Engagement Specialist, Stephan Yhann, At-Large

WYLC FY25 Budget - Curtiss, Aaron

Curtiss advised the committee that the budget allows for \$1000 for the CLE comps which are awarded to PSLA recipients. This was not awarded in FY23, and to date, has not been awarded.

Sydney asked if the budget line item could be adjusted to something more flexible, so that if it was needed it could be used, but if not, it could be shifted to something else. Juliane commented that it potentially could be adjusted that way, but what would make it difficult is that PSLA awards are done at the end of the fiscal year and then recipients have 1 year to redeem. Stephan asked if the WYLC could pre-purchase the CLE and then the funds are used. Julianne commented that they could possibly predetermine which CLE, like Trial Advocacy Program. Aaron commented that it might be more beneficial to pay for an actual award, such as a plaque or something of that nature. WYLC Member, Mason Ji, commented that he agreed with Aaron. Julianne commented that per fiscal policy physical awards are limited to \$100 or less. Sydney asked if there would be an option to have both the physical award and the CLE comp? Julianne advised that it could possibly be done but would need to be discussed more with the committee. Julianne also commented that straying from past budget expenses might cause additional scrutiny when the BOG reviews the budget as those funds have not been spent in the past. Julianne advised that a proposed budget would need to be available by Monday, but it does not need to have

every detail done. On motion by Aaron, seconded by Mason, the WYLC unanimously (8-0-0) voted to expand the CLE Comp budget to include a physical award.

Curtiss advised that the WYLC has budgeted \$1500 for WYLC outreach events. In FY23 the WYLC spent \$250 in a sponsorship to the KCBA Spring Soiree. Curtiss advised that year-to-date, the WYLC has not spend any of the funds budgeted for this. Curtiss provided examples of what events the WYLC had planned for FY24 regarding this budget item, and reasons as to why they had not come to fruition. Julianne asked if it was discussed what is needed from the WYLC in a larger capacity, such as whether the committee had someone who would review the proposed budget document, and then have someone make the proposed changes and return to WSBA by Monday. Julianne suggested that the committee discuss what they wanted to do for FY25 and budget accordingly for that year, rather than discuss details of past events at today's meeting. Aaron asked if Stephan thought he would need additional funds for the Swearing in Ceremony would require additional funds that what is currently budgeted. Stephan commented that he felt the budget should be increased to \$5000 to accommodate potential outreach events in FY25. Aaron commented that the thought that adjusting ABA funds could be shifted to the outreach line item, potentially. Stephan asked if the committee needed to have quorum to still host outreach events? Julianne responded that the committee does not want quorum at an outreach event, because it would then turn the event into a meeting which would require meeting minutes to be take. Aaron asked about reimbursement for events vs. meetings and commented that he thought quorum might be required for events because then it is in partnership with a meeting and would allow for reimbursement for travel expenses. Julianne commented that events could still qualify for reimbursements but may just be on a smaller scale than a meeting due to time requirements. Aaron suggested sunsetting the ABA awards and splitting those funds between committee expenses and outreach.

Stephan asked if the 55270-line item could be used for outreach if needed? JU commented that that is allocated for committee expenses only such as meeting expenses. However, if funds are not completely spent, the WYLC can request for funds to be reallocated. Stephan asked if the WYLC were to utilize their budget and wanted to more, if they could request additional funds from the BOG? Julianne advised that that option is available but couldn't guarantee additional funds would be granted. Julianne suggested possibly inviting the WSBA Treasurer to a future meeting to discuss budget planning. Stephan agreed with Aaron's suggestion of sunsetting the ABA Awards and reallocating those funds to other line items but suggested that additional funds go toward outreach for things like swag and marketing. On motion by Mason, seconded by Aaron, the WYLC unanimously (0-0-0) approved to sunset the ABA awards and reallocate those to bring the WYLC Outreach Events (55266) to a total of \$5000 and the WYL Committee (55270) to \$15,000.

Stephan proposed an outreach event following the summer bar exam as a congratulations for taking the exam. Chelle suggested that this could be a great idea to pass out some WYLC swag items. Stephan agreed. Julianne advised we would need to follow up with RSD to discuss how to market to those who are taking the exam, as the names of those registered are not published. The WYLC agreed to start planning an event to follow the summer bar exam and will reallocate the funds from the ABA Scholarship line item, if needed. The ABA Scholarship will remain as is for this fiscal year.

WYLC Member Resignation – Curtiss

Curtiss advised that WYLC Member Carnissa Lucas-Smith resigned as of Monday, March 11, 2024. Aaron asked if there were any applicants that might be from previous recruitment that would be able to fill Carnissa's role. Chelle advised that no applicants currently qualified. Curtiss advised that Makenzie Lloyd was appointed by the BOG but has not received any communications from her after reaching out to her. Curtiss will follow up with the WYLC once receiving communications from her.

Curtiss advised the committee that WYLC Member Cody Branstetter was not present for the Financial Focus planning meeting and that it is only Elyse and Chawisa at this time. Curtiss asked if anyone else would like to join the planning team. Sydney volunteered.

Potential candidates for the BOG At-Large – Curtiss

Curtiss advised that the application is open for the At-large Young Lawyer Board of Governors position. As of Monday, there were not applicants. WYLC BOG Liaison, Jordan Couch, has not shared his decision on whether he has chosen to run again. Julianne advised that the WYLC will need to submit at least three recommendations per the bylaws. If the WYLC does not meet this requirement, then the BOG can exercise their right to add additional candidates of their choosing to the ballot. Aaron asked if current members were to apply, would they need to recuse themselves from the interview process? Julianne advised that that would be a decision that the WYLC would need to make, but she does not think that it is a bylaw requirement. Curtiss asked if those present anticipated being present for the April meeting. Stephan commented that there is a chance he may not be present due to trial prep. Julianne advised that it would be important to contact those who are not present today and advise them of the urgency of attending the April 20th meeting to determine who is recommended for the at -large position. Julianne clarified that a recommendations team can be voted on to take the lead on the process of finalizing the interview process, inclusive of the questions. Chelle advised that questions used for Jordan's appointment can be found on page 16 of the meeting minutes. Julianne advised that those questions have already been approved by WSBA leadership. Mason asked if there was anything preventing the committee from voting today to accept the materials as-is. Julianne advised that the committee could use the materials as posted currently but would recommend still having a recommendations team to lead the interview process. Aaron asked if anyone was interested in taking on the recommendations team positions? Bethany commented that she would be interested but did not want to partake alone. Mason and Sydney advised they would assist. On motion by Aaron, seconded by Bethany, the WYLC unanimously approved (8-0-0) to use the application materials as-is, found in the meeting materials packet with removal of the question pertaining to Sean Davis.

The committee discussed options for inviting the candidates to the April 20th meeting for candidate interviews. The WYLC decided that candidates would be invited at the start of the meeting and dismissed following interviews, which would take place early in the agenda.

At-Large Representative - Stephan Y

Stephan advised that we should identify county bars to partner with to hold joint swearing in ceremonies. Snohomish, King, Pierce/Thurston, Spokane counties were all suggested as viable options.

Stephan shared that he feels that everyone is frustrated with statewide e-filing, but no one wants to tackle. Is there a way that the committee might be able to push this forward? Oregon, Texas, Illinois, and Florida all have e-filing options He Feels that this change may require changes to court fee structures to manage server space require to run a project of this type and feels this is an issue pertaining to Access to Justice, as well as public transparency. Aaron commented that he agrees with Stephan's suggestion but feels that this might be outside of the reach of the committee and would spread the committee too thin with their proposed outreach events in FY25.

Stephan advised the committee that he has a connection with a presenter for a Forensic Accounting CLE. Chelle commented that this might be a good topic for a Financial Focus CLE in 2025.

Project Team Presentations and Regional Reports – All

Public Service Leadership Award – Aaron

Chelle will connect with Aaron and Alex offline to discuss updating the PSLA documents for this year.

STAR Committee Updates – Cody

Not present.

Recruitment and Outreach – Zach

Not present.

Financial Focus CLE – Elyse, Chawisa

No updates

New ideas for Next Meeting – All

Aaron advised that since the WYLC is meeting in Seattle for their April meeting, that the committee might want to have a social event following the meeting. Curtiss advised that he felt that this would be something the committee could plan and execute. Chelle advised that some venues may require a contract or Letter of Agreement, which would need to be approved by WSBA and this process could take time. The sooner the venue and plans are identified, the better.

Adjournment – Aaron

Meeting adjourned at 12:28 p.m.

Washington Young Lawyers Committee

Criteria to consider applicants for the BOG At-large position for new/young lawyers

The preferred candidate would have:

- Understand the various issues facing new lawyers,
- Works toward promoting diversity in the legal profession,
- Shows initiative, leadership, and responsibility,
- Engages with the legal community,
- Establishes collaborative relationships,
- Experience with other volunteer leadership roles,
- Understands WSBA mission and role of the Bar.

Interview with candidate:
Prepared questions:
Tell us about yourself and why are you interested in this position?
How would you use this position to advance the mission of the WSBA? (and/or, what makes our mission meaningful to you)?
Share an example of a time you were given feedback and how you incorporated it into your work?
What is your communication style when part of a group brainstorming ideas or discussing complex
topics?
What do you understand the time commitment to be, and what is your plan to ensure your work allows for it?

2024 Deadline: Wednesday, July 10, 2024

Washington Young Lawyers Committee Public Service and Leadership Award

The Washington Young Lawyers Committee (WYLC) will honor four young lawyers with the 2024 Public Service and Leadership Award. Each award recipient will be eligible to receive a credit, which must be used within one year of receiving the award, to attend one free (or no-cost) WSBA-CLE program of up to six credits total. The award recipient's name and photo may be posted on the WSBA website, publications, and/or social media.

Eligibility requirements

Award recipients must meet the "young lawyer" definition in the Washington State Bar Association (WSBA) Bylaws. Under the Bylaws, an active member is considered a young lawyer if at least one of two criteria is met: 1) the member has been admitted to practice for fewer than five years (in any state), or 2) the member is under 36 years of age.

Nomination process

Candidates for the award must be nominated by another individual. To complete a nomination, submit the application below and any supplemental materials, e.g., nominee's resume, articles, etc., that the nominee would like the WYLC to consider to newmembers@wsba.org.

Selection process

During the selection process, the WYLC will consider the nominee's leadership in their community and involvement in public service activities as described in RPC 6.1. Long-term service or an extraordinary contribution to the community will be considered, including:

- a) leadership and service in the local community or within a bar association;
- b) WSBA, ABA, or local bar association activities;
- c) Volunteering with pro bono or public service programs; or
- d) Writing a blog post for NWSidebar and/or writing an article for WSBA magazine.

The WYLC will select the award recipients at the July 13, 2024, WYLC meeting. All application materials will be included in the WYLC meeting materials packet and posted online. Confidential information will be redacted from publication. Recipients may only receive the award once during the WSBA fiscal year (October 1 –September 30). A congratulatory email will be sent directly from WSBA to the award recipient notifying them of their selection. For more information, contact newmembers@wsba.org.

Date:			
Nominee Name:			
Firm/Employer:			
Mailing Address:			
City:	State:		Zip Code:
Phone:	Fax:		E-Mail:
WSBA No.		Year Admitted to	Practice In Washington:
			·
Nominator's Name:		Relationship to No	ominee:

WASHINGTON STATE BARASSOCIATION Describe the nominee's leadership in his or her local community:

rescribe the nominee's lea	adership in his or her local community:	
low has the nominee pro	moted and/or contributed to the legal profession and community?	
Describe a situation in whi	ich the nominee has "gone above and beyond"?	
Additional information:		

Submit nomination and any supplemental materials to newmembers@wsba.org

FY24 Overview for FY25 Budget & Process

Date: 4/19/2024

The Budget and Audit Committee of the WSBA Board of Governors is responsible for developing the annual WSBA budget. The 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.

About the Budget

- The WSBA's fiscal year is Oct. 1–Sept. 30.
- The Budget and Audit Committee of the Board of Governors oversees the budgeting and financial matters of the WSBA.
- The WSBA's Director of Finance is responsible for the WSBA's financial operations.
- WSBA oversees an annual operating budget over \$20 million dollars.
- The budgeting processes begin as early as January by WSBA staff in preparation for the following fiscal year.
- The WSBA budget uses department codes, cost centers, and line items to identify and organize WSBA programming.

About the WYLC Budget

• WYLC expenses are captured as line items in the Member Services and Engagement cost center. Below are the four-line items that correspond to the work of the WYLC.

G/L Account #	Expense Name	FY23 YE	FY24 Budget	Actual FY24 YTD*	Est. FY25 Budget
50095	WYLC CLE Comps	\$0	\$1,000	\$0	\$1,000
55266	WYLC Outreach Events	\$250	\$1,500	\$0	\$5,000
58525	WYLC Scholarships, Donations, and Grants	\$1,385	\$5,000	\$0	\$1,500
55270	WYL Committee	\$5,094	\$13,500	\$492	\$13,500
	Totals	\$6,729	\$21,000	\$492	<mark>\$21,000</mark>

^{*}As of January 2024.

 Line item 50095 allocates funding for CLE comps for the Public Service and Leadership Award recipients. Over the past few years, recipients have not redeemed their free CLE, however, in

- FY22 at least one recipient submitted a request to redeem their CLE. The WYLC plans to continue to offer this award in FY25. Applications are currently not open for FY24. The WYLC is requesting to use the \$1,000 in funding allocated for WYLC CLE Comps and pay for physical awards (e.g., plaques) for recipients.
- Line item 55266 allocates funding for outreach events. In FY23, the WYLC paid \$250 as a sponsor for the King County New Lawyer Division Spring Soiree. In FY24, the WYLC planned to continue to host outreach events. The WYLC was hoping to do an outreach event during the Vancouver meeting in March 2024, however there wasn't enough Committee members attending the event in-person. The WYLC is considering an outreach/recruitment event for upcoming graduates who pass their bar exam. The Financial Focus project team planned to facilitate a financial focus in FY24; however, the project team has decided on the topic of Debt Management and Budgeting. The committee wants to host a Financial Focus in FY25 on Forensic Accounting. The WYLC is expecting to host multiple meetings/events/socials outside of Seattle in FY25. The WYLC wants to reallocate \$3,500.00 from line item 58525 (WYLC Scholarships, Donations, Grants) to line item 55266 (WYLC Outreach Events).
- Line item 58525 was historically for the ABA Scholarship Awards. In the past, the WYLC awarded up to five \$500 scholarships for both the ABA Midyear and Annual Meetings. Starting in FY21, the WYLC increased the total amount of scholarships to \$5,000 to encourage more people to volunteer as ABA YLD delegates and/or increase the award amounts for recipients. However, in FY21 and FY22, the ABA meetings were free and virtual. As such, in FY21 the WYLC voted to use these funds for CLE scholarships for new and young lawyers. In FY22, the WYLC did not award any scholarships, however they will continue to identify possible ways to disburse scholarship funds, which may include scholarships to attend ABA meetings, CLE scholarships, and other donations/grants in FY23. In FY23, the WYLC planned to offer scholarships for ABA YLD meetings. The WYLC did not award any scholarships for the Midyear in February 2023 and planned on offering scholarships for the Annual in August 2023. The WYLC did not offer an award for the Annual in August. The WYLC is requesting to reallocate \$3500 budget line item 58525 from the ABA scholarships and to relocate those funds to supporting outreach events to line item 55266.
- Line item 55270 allocates meeting costs, which currently includes some hybrid and outside of Seattle meetings. Generally, the WYLC hosts two - three outside of Seattle meetings in a year. Overall, this cost went down significantly due to the COVID-19 pandemic and transition to virtual only meetings. Starting in FY20, this also included an allocation of up to \$3,000 for the ABA District Rep/WYLC At-large member to attend the ABA YLD meetings. The FY23 number assumed the WYLC may meet in person/hybrid more frequently than in FY22 and includes costs for the ABA District Rep to travel for ABA YLD meetings. The WYLC had one hybrid meeting in FY23 with the BOG in Vancouver in June. The WYLC September (FY23) and November (FY24) was cancelled due to quorum issues. The Member Engagement Specialist hosted a virtual orientation meeting for the newly appointed members of FY24 exclusively in November to onboard new members. The WYLC is expecting to host multiple meetings/events/socials outside of Seattle in FY25. For FY24, the budget was increased to address increased costs for in-person meetings, with a target goal of having at least four (4) meetings be held in person in different locations across Washington next year. The committee was planning on having an in-person meeting in Vancouver, however that meeting was switched to virtual because not enough members were able to attend in-person. The Committee is expecting their first in-person/hybrid meeting in April 2024. The Committee members haven't had the opportunity to discuss their FY25 goals, it's an agenda item for their March 2024 meeting. The WYLC are expecting to host multiple meetings/events/socials outside of Seattle in FY25. The committee wants to host a social after

the July bar exam in Tacoma. The WYLC wants to host a Financial Focus on Forensic Accounting in FY25. The WYLC is considering hosting a CLE on Professionalism/Ethics during FY25, the project team is in early stages of planning a potential free CLE.

Timeline

The WYLC needs to submit the draft FY25 budget to WSBA staff no later than **March 18, 2024.** WSBA staff will then submit the entire Member Services and Engagement Cost Center budget to WSBA Finance on March 22, 2024. Staff's role/goal is to ensure the committee has adequate funds to carry out its work in furtherance of the WSBA mission. The committee must provide clear goals and explanation of what it needs to accomplish these goals.

Any budget change requests to the existing WYLC line items (increase, decrease or shift in how funds will be used) must be made to Julianne Unite <u>julianneu@wsba.org</u>, <u>Curtiss Melvin curtissm@wsba.org</u>, <u>and Chelle Gegax michelleg@wsba.org</u> by **March 18, 2024**. This request must include the following information:

What is the change/request?	The WYLC is requesting to eliminate its budget line item for the ABA Scholarships and to reallocate those funds to supporting outreach events. The WYLC is requesting to use the \$1,000 in funding allocated for WYLC CLE Comps under Account # 50095, which serves as the funds to cover the cost of the CLE awards given to recipients of the WYLC's Public Service & Leadership Award, to also pay for physical awards (e.g., plaques) for recipients.
2. What is the amount?Does this include an overall increase, or are you moving funds from anther line item?	Moving \$3,500.00 from Account #58525 (WYLC Scholarships, Donations, Grants) to Account #55266 (WYLC Outreach Events) and \$1,500 dollars to Account #55270 (WYL Committee).
3. How does this fit in the WSBA strategic priorities?	Given a lack of interest by members in participating in ABA conferences and the funds being unused year over year, the WYLC believes that the funds would be better spent on hosting more outreach events to encourage networking and in-person engagement by young lawyers across the state. Hosting more outreach events will be a high priority for the WYLC in 2025. For the Public Service & Leadership Award,
	recipients have historically failed to use the CLE funding that they receive as part of the award and the WYLC believes that receiving a physical award will not only help remind recipients of

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	CLE funding, but also provide them with a
	meaningful award for their desk that will help
	promote future engagement with the WYLC.
	This aligns with the WSBA's strategic goals to
	provide relevant and valuable resources to help its
	members achieve professional excellence and to
	manage the WSBA's resources in a prudent and
	efficient manner.
4. Outcomes or Return on Investment	WYLC believes that the reallocation of funds will
	increase member engagement.

