

WASHINGTON STATE
B A R A S S O C I A T I O N

BOARD OF GOVERNORS MANUAL

NEW GOVERNOR ORIENTATION

July 24, 2019

WSBA Offices

1325 Fourth Avenue, Suite 600

Seattle, WA

BOARD OF GOVERNORS MANUAL
2019-2020

1. WSBA: The Organization

Quick Overview of the WSBA	3
WSBA History.....	4
WSBA Mission Statement, Guiding Principles, Strategic Goals, Focus Areas and Criteria.....	8
GR 12	10
WSBA Bylaws	18

2. WSBA: The Board of Governors

Policies and Philosophies	19
Responsibilities as Governor and Ambassador	40

3. WSBA: The Work

WSBA Entities	62
Functional Organizational Chart.....	63
Regulatory Overview	64
Discipline Overview	66
Advancement Overview	68
Foundation Overview	69
Communications & Outreach Overview.....	70
General Counsel Overview	72
Human Resources Overview	74
Member Wellness Program Overview	75
Finance & Administration Overview	76

4. Quick Reference

Board of Governors Meeting Schedule (2018-2019 and 2019-2020)	77
State of Washington Congressional Districts Map (2018-2019)	79
Board of Governors Public Roster (2018-2019 and draft 2019-2020)	80
WSBA Key Staff Contacts.....	84
Expense Reimbursement Policy	85
Board of Governors Meeting Minutes	97
WSBA Acronyms	98
Diversity Dictionary	100

5. Appendix

Board of Governors Authority in the Legislative Process.....	103
Discipline System.....	110
WSBA Demographics.....	116
WSBA Organizational Context Chart	118

Working Together to Champion Justice

Overview: The WSBA operates under the delegated authority of the Washington Supreme Court to license the state's over 40,000 lawyers and other legal professionals. In furtherance of its obligation to protect and serve the public, the WSBA both regulates lawyers and other legal professionals and serves its members as a professional association — all without public funding. The WSBA's mission is to serve the public and the members of the Bar, to ensure the integrity of the legal profession, and to champion justice. For more information, visit www.wsba.org. As a regulatory agency, the WSBA administers the bar admission process, including the lawyer bar exam and the licensing exams for LPOs and LLLTs; provides record-keeping and licensing functions; and administers the discipline system for licensed legal professionals. As a professional association, the WSBA provides continuing legal education for lawyers, LPOs and LLLTs, in addition to numerous other educational and member-service activities.

The governance of the WSBA is vested in its Board of Governors. There are two governors from the seventh congressional district; one from each of the other nine districts; and six at-large members. The Board meets regularly (approximately every two months) at the WSBA Conference Center and at various locations around the state, and the Public Session portions of its meetings are open to the public. Much of the work of the Bar is carried out through its many committees, boards, and 29 sections.

President: William D. Pickett bill@wdpickett-law.com / 509.972.1825

President-elect Rajeev D. Majumdar rajeev@northwhatcomlaw.com / 360.332.7000

Interim Executive Director: Terra Nevitt terran@wsba.org / 206.727.8282

Media Contacts: Sara Niegowski saran@wsba.org / 206.733.5930

Mission Statement: The Washington State Bar Association's mission is to serve the public and the members of the Bar, to ensure the integrity of the legal profession, and to champion justice.

Membership: Approximately 40,216 members (32,491 active members). All legal professionals licensed to practice in the state are required to be members of the WSBA. Of its members who volunteer the information, approximately 41 percent are women and 14 percent are persons of color.

WSBA Staff: Approximately 140 staff members

Other Facts:

- Over 3,000 members provided pro bono and public service under RPC 6.1. Over 2,000 have participated with a WSBA public service program, including the Moderate Means Program, the Call to Duty Initiative, and past programs such as the Home Foreclosure Legal Aid Project and the First Responder Will Clinic.
- 800-1,000 new legal professionals are admitted each year.
- There are more than 67 county, specialty, and minority bar associations throughout the state, serving the needs of licensed legal professionals and the public.
- To promote public confidence and protection of the public, the WSBA administers the Client Protection Fund. This program compensates clients who are victims of attorney misappropriation. Each active or house counsel lawyer member, active LLLT, foreign law consultant, and lawyer authorized to appear pro hac vice, is assessed \$30 a year as part of his or her annual licensing or per case license fee (for pro hac vice) for this fund.

ABOUT THE WSBA

History of the WSBA

The Washington Bar Association was formed in January 1888, when all lawyers who had cases set for argument before the Supreme Court were required to be present at the beginning of the Court term in January. Sometimes, lawyers were required to wait for days or weeks for their cases to be called on the calendar. In this setting, a group of lawyers met in the Supreme Court chambers in Olympia and decided to form the Washington Bar Association. The name was changed to the Washington State Bar Association in 1890. At that time, it was a purely voluntary organization and did not include all lawyers admitted to practice.

In 1933, the State Bar Act (RCW 2.48) was enacted, which established the Washington State Bar Association as an agency of the state and made membership mandatory for those licensed to practice law in Washington

In 2002, the Court transferred administration of the Limited Practice Officer program and its policy board to the WSBA. (LPO Licensing began in 1982) In January 2017, the Board of Governors voted to include Limited Practice Officers as members of the WSBA.

In 2012, the Washington Supreme Court entered an order permitting Limited License Legal Technicians to engage in the limited practice of law in Washington, including by providing advice and assistance to clients, and directed the WSBA to administer the regulation of this new type of legal practice license. In January 2017, the WSBA Board of Governors voted to include LLLTs within the WSBA membership

The WSBA Today

The WSBA operates under the delegated authority of the Washington Supreme Court to license the state's nearly 40,000 lawyers and other legal professionals. In furtherance of its obligation to protect and serve the public, the WSBA both regulates lawyers and other legal professionals and serves its members as a professional association — all without public funding. The WSBA's mission is to serve the public and the members of the Bar, to ensure the integrity of the legal profession, and to champion justice. For more information, visit www.wsba.org.

As a regulatory agency, the WSBA administers the [bar admission process](#), including the lawyer bar exam and the licensing exams for LPOs and LLLTs; provides record-keeping and [licensing functions](#); and administers the [discipline system for licensed legal professionals](#). As a professional association, the WSBA provides [continuing legal education](#) for lawyers, LPOs and LLLTs, in addition to numerous other educational and member-service activities. The administration of lawyer, LPO and LLLT admissions, licensing and continuing education are now handled in one coordinated regulatory system.

The Washington Supreme Court has adopted General Rule (GR) [12.2](#) stating that the Court has plenary authority to regulate the practice of law in Washington and supervises the Bar Association. This Rule sets out the general purposes of the WSBA and specifies activities authorized and prohibited by the Court. The General Rule is incorporated into Article I of the [WSBA Bylaws](#). The internal affairs of the WSBA, including its membership, governance, and operations, are established by the WSBA Bylaws.

The WSBA is a mandatory bar (also sometimes referred to as an “integrated” or “unified” bar), meaning that legal professionals licensed to practice in Washington are required to be members and pay an annual license fee, and that admission, regulation, and disciplinary functions are combined in one organization along with other activities to benefit WSBA members and the profession.

The WSBA is directed by the Board of Governors, the members of which are chosen through a combination of election by members, and election by other governors. The WSBA President, elected by the Board of Governors, and the Executive Director serve as the spokespersons for the Bar.

The Board of Governors selects the Executive Director, who runs the daily operations of the organization and manages a staff of approximately 140 WSBA employees who provide services to the WSBA’s members, carry out the WSBA’s regulatory and disciplinary functions under the supervision and oversight of the Washington Supreme Court, and provide support to the various groups of volunteers that work on Bar matters.

SELECTED LAW REGARDING WSBA (1933 on)

State Law:

- 1933 – [State Bar Act](#) – Creates Washington State Bar Association as an agency of the state; recognizes Supreme Court authority over admissions, licensing and discipline; establishes BOG.
- 1972 – ***State ex rel. Schwab v. Wash. State Bar Ass’n***, 80 Wn.2d 266, 493 P.2d 1237 (1972) – “In short, membership in the state bar association and authorization to continue in the practice of law coexist under the aegis of one authority, the Supreme Court.” – Affirms WSBA’s regulatory function and holds that its principal place of business need not be in Olympia as required of state executive offices; Bar is “*Sui generis*”.
- 1972 – ***In re Schatz***, 80 Wn.2d 604, 497 P.2d 153 (1972) – “The language of [RCW 2.48.060] clearly lodges all ultimate authority in the Supreme Court. The [BOG], acting in this area, is an arm of the court, independent of legislative direction.” – upheld BOG policy requiring (at that time) graduation from ABA-approved law school for admission to practice.
- 1975 – ***In re Bannister***, 86 Wn2d 176, 543 P.2d 237 (1975) – refers to the WSBA as a “public rather than a private agency”.
- 1976 – ***Graham v. Wash. State Bar Ass’n***, 86 Wn.2d 624, 548 P.2d 310 (1976) – “The [Washington State Bar Association] is responsible to the Supreme Court, not the legislature or an agency of the executive branch, for the delineation of its responsibilities in the admission, discipline and enrollment of lawyers.” – Noted that WSBA is *sui generis*, not funded by legislative appropriation, and “[a]nnual dues are collected under the authority of [the Supreme Court]”; held that WSBA is not a “state department or agency” within the meaning of state audit statutes.
- 1981 – ***Bennion, Van Camp, Hagen & Ruhl v. Kassler Escrow, Inc.***, 96 Wn.2d 443, 635 P.2d 730 (1981) – The WSBA furthers the Washington Supreme Court’s “duty...’to protect the public from the activity of those who, because of lack of professional skills, may cause injury whether they are members of the bar or persons never qualified for or admitted to the bar” – by conducting its regulatory function and administering the court rules governing the practice of law.
- 1987 – **GR 12** adopted, setting forth the purposes and authorized functions of the WSBA.
- [12](#) WA Supreme Court inherent and plenary authority to regulate practice of law
 - [12.1](#) Regulatory Objectives
 - [12.2](#) WA Supreme Court supervises WSBA; authorized purposes and prohibited activities
 - [12.3](#) WSBA administration of Supreme Court created boards and committees
 - [12.4](#) WSBA public records rule
- 1995 – ***Wash. State Bar Ass’n v. State***, 125 Wn.2d 901, 890 P.2d 1047 (1995) – “This court’s control over Bar Association functions is not limited to admissions and discipline of lawyers. The control extends to ancillary administrative functions as well.” – Held the Legislature could not mandate that WSBA engage in collective bargaining, because “[t]he ultimate power to regulate court-related functions, including the administration of the Bar Association, belongs exclusively to this court”; noted the WSBA is *sui generis*.

- 1999 - ***Benjamin v. Wash. State Bar Ass’n***, 138 Wn.2d 506, 980 P.2d 742 (1999) -- the Court treated WSBA as a governmental employer for purposes of First Amendment employee speech analysis.
- 2018 - ***In the Matter of the Approval of Amendments to WSBA Bylaws Regarding Members of the Board of Governors***, No. 25700-B-583 (Jan. 4, 2018) (approving WSBA Bylaws Amendments increasing the size and makeup of the WSBA Board of Governors) – “[WSBA] serves as an arm of the Court in regulating and administering licenses . . . and effectuating other purposes and functions as set forth in [GR 12, 12.1-12.5]. The Court’s control over the WSBA extends to ancillary administrative functions as well, including the administration of the organization.”
- 2018 - ***In the Matter of the Supreme Court’s Review of 2019 License Fees and Client Protection Fund Assessments for WSBA Members***, No. 25700-B-587 (Sept. 6, 2018) (approving WSBA’s 2019 license fees for LPOs and LLTs, with exceptions) – “The Court considered the license fees as established by the Board of Governors and unanimously determined that the increase to the license fee for active LPOs and LLTs is unreasonable and that a license fee of \$200 for both LPOs and LLTs, as recommended by the WSBA Budget and Audit Committee, is reasonable”; the Court approved the recommendation that LLTs contribute to the Client Protection Fund, and rejected that recommendation for LPOs.
- 2019- ***Lincoln Beauregard v. WSBA***, 19-2-08028-1 SEA (April 11, 2019 Order on Motion for Preliminary Injunction) Superior Court issued an order that WSBA comply with the Open Public Meetings Act.

Federal law:

- 2010 - ***Eugster v. Washington State Bar Ass’n***, No. CV 09-357-SMM, 2010 WL 2926237 (E.D. Wash. July 23, 2010) -- the district court held that the WSBA is a state agency for purposes of Eleventh Amendment immunity from suit in federal court. The Ninth Circuit affirmed on other grounds without reaching the issue. 474 F. App’x 624 (9th Cir. July 17, 2012).
- 2015 - ***Eugster v. Washington State Bar Ass’n***, No. C15-0375JLR, 2015 WL 51757722 (W.D. Wash. Sept. 3, 2015) -- the court held that because the WSBA acts as the “investigative arm” of the Washington Supreme Court, it is “a state agency immunized from suit [in federal court] by the Eleventh Amendment.” The Ninth Circuit affirmed on other grounds without reaching the issue. 684 F. App’x 618, 2017 WL 1055620 (9th Cir. Mar. 21, 2017).
- 2015 - ***Block v. Washington State Bar Ass’n***, No. C15-2018RSM, 2016 WL 1464467 (W.D. Wash. Apr. 13, 2016), *appeal dismissed*, No. 16-35274 (9th Cir. Sept. 28, 2016), the court held that because the WSBA acts as the “investigative arm” of the Washington Supreme Court, it is “a state agency immunized from suit [in federal court] by the Eleventh Amendment.”
- 2015- ***N.C. State Bd. of Dental Exam’rs v. FTC*** 135 S. Ct. 1101(2015), the Court clarified that in order to have antitrust immunity under the state action doctrine, state boards with a controlling number of decision makers who are active market participants in the occupation the board regulates must be (1) acting under a clearly articulated and affirmatively expressed state policy, and (2) actively supervised by their state actor that is not a participant in the regulated market.

WASHINGTON STATE BAR ASSOCIATION

WSBA MISSION

The Washington State Bar Association's mission is to serve the public and the members of the Bar, to ensure the integrity of the legal profession, and to champion justice.

WSBA GUIDING PRINCIPLES

The WSBA will operate a well-managed association that supports its members and advances and promotes:

- **Access to the justice system.**
Focus: Provide training and leverage community partnerships in order to enhance a culture of service for legal professionals to give back to their communities, with a particular focus on services to underserved low and moderate income people.
- **Diversity, equality, and cultural understanding throughout the legal community.**
Focus: Work to understand the lay of the land of our legal community and provide tools to members and employers in order to enhance the retention of minority legal professionals in our community.
- **The public's understanding of the rule of law and its confidence in the legal system.**
Focus: Educate youth and adult audiences about the importance of the three branches of government and how they work together.
- **A fair and impartial judiciary.**
- **The ethics, civility, professionalism, and competence of the Bar.**

MISSION FOCUS AREAS

Ensuring Competent and Qualified Legal Professionals

- Cradle to Grave
- Regulation and Assistance

Promoting the Role of Legal Professionals in Society

- Service
- Professionalism

PROGRAM CRITERIA

- Does the Program further either or both of WSBA's mission-focus areas?
- Does WSBA have the competency to operate the Program?
- As the mandatory bar, how is WSBA uniquely positioned to successfully operate the Program?
- Is statewide leadership required in order to achieve the mission of the Program?
- Does the Program's design optimize the expenditure of WSBA resources devoted to the Program, including the balance between volunteer and staff involvement, the number of people served, the cost per person, etc?

2016 – 2018 STRATEGIC GOALS

- Equip members with skills for the changing profession
- Promote equitable conditions for members from historically marginalized or underrepresented backgrounds to enter, stay and thrive in the profession
- Explore and pursue regulatory innovation and advocate to enhance the public's access to legal services

WSBA STRATEGIC GOALS

For historical context, below are the strategic goals for the most recent and current cycles.

2008-2011

- WSBA engaging in a systematic review of all its programming.
- WSBA strengthening its connection with its membership.
- BOG improving its relationship with the WSBA staff.

2011-2013

The WSBA should use existing programs, and should implement new programs, to improve our members' level of satisfaction with their lives and with the practice of law. In order to implement this goal, the WSBA will work to:

- Enhance the culture of service within the WSBA membership.
- Provide more assistance to lawyers with the business of law practice.
- Provide more assistance to lawyers in avoiding or dealing with the stress of law practice.
- Conduct a detailed study of the composition of the legal profession and retention rates within the profession in the state of Washington.

2013-2015

- Prepare and equip members with problem-solving skills for the changing profession
- Foster community with and among members and the public
- Promote equitable conditions for members from historically underrepresented backgrounds to enter, stay, and thrive in the profession.
- Support member transitions across the life of their practice.

2016-2018

- Equip members with skills for the changing profession.
- Promote equitable conditions for members from historically marginalized or underrepresented backgrounds to enter, stay, and thrive in the profession.
- Explore and pursue regulatory innovation and advocate to enhance the public's access to legal services.

Criteria for Strategic Goals:

- The goal should be something that the WSBA either has not been doing or something that the WSBA has been doing, but that the resources devoted to that activity should be dramatically increased to take that activity to a much higher level.
- The goal should be achievable and measurable.
- The goal should be a goal in and of itself and not a means to another goal.

GR 12
REGULATION OF THE PRACTICE OF LAW

The Washington Supreme Court has inherent and plenary authority to regulate the practice of law in Washington. The legal profession serves clients, courts, and the public, and has special responsibilities for the quality of justice administered in our legal system. The Court ensures the integrity of the legal profession and protects the public by adopting rules for the regulation of the practice of law and actively supervising persons and entities acting under the Supreme Court's authority.

[Adopted effective September 1, 2017.]

GR 12.1
REGULATORY OBJECTIVES

Legal services providers must be regulated in the public interest. In regulating the practice of law in Washington, the Washington Supreme Court's objectives include: protection of the public; advancement of the administration of justice and the rule of law; meaningful access to justice and information about the law, legal issues, and the civil and criminal justice systems;

- (a) transparency regarding the nature and scope of legal services To be provided, the credentials of those who provide them, and the availability of regulatory protections;
- (b) delivery of affordable and accessible legal services;
- (c) efficient, competent, and ethical delivery of legal services;
- (d) protection of privileged and confidential information;
- (e) independence of professional judgment;
- (f) Accessible civil remedies for negligence and breach of other duties owed, disciplinary sanctions for misconduct, and advancement of appropriate preventive or wellness programs;
- (g) Diversity and inclusion among legal services providers and freedom from discrimination for those receiving legal services and in the justice system.

[Adopted effective September 1, 2017.]

GR 12.2
**WASHINGTON STATE BAR ASSOCIATION: PURPOSES, AUTHORIZED
ACTIVITIES, AND PROHIBITED ACTIVITIES**

In the exercise of its inherent and plenary authority to regulate the practice of law in Washington, the Supreme Court authorizes and supervises the Washington State Bar Association's activities. The Washington State Bar Association carries out the administrative responsibilities and functions expressly delegated to it by this rule and other Supreme Court rules and orders enacted or adopted to regulate the practice of law, including the purposes and authorized activities set forth below.

- (a) Purposes: In General. In general, the Washington State Bar Association strives to:

- (1) Promote independence of the judiciary and the legal profession.
- (2) Promote an effective legal system, accessible to all.
- (3) Provide services to its members and the public.
- (4) Foster and maintain high standards of competence, professionalism, and ethics among its members.
- (5) Foster collegiality among its members and goodwill between the legal profession and the public.
- (6) Promote diversity and equality in the courts and the legal profession.
- (7) Administer admission, regulation, and discipline of its members in a manner that protects the public and respects the rights of the applicant or member.
- (8) Administer programs of legal education.
- (9) Promote understanding of and respect for our legal system and the law.
- (10) Operate a well-managed and financially sound association, with a positive work environment for its employees.
- (11) Serve as a statewide voice to the public and to the branches of government on matters relating to these purposes and the activities of the association and the legal profession.

(b) Specific Activities Authorized. In pursuit of these purposes, the Washington State Bar Association may:

- (1) Sponsor and maintain committees and sections, whose activities further these purposes;
- (2) Support the judiciary in maintaining the integrity and fiscal stability of an independent and effective judicial system;
- (3) Provide periodic reviews and recommendations concerning court rules and procedures;
- (4) Administer examinations and review applicants' character and fitness to practice law;
- (5) Inform and advise its members regarding their ethical obligations;
- (6) Administer an effective system of discipline of its members, including receiving and investigating complaints of misconduct by legal professionals, taking and recommending appropriate punitive and remedial measures, and diverting less serious misconduct to alternatives outside the formal discipline system;
- (7) Maintain a program, pursuant to court rule, requiring members to submit fee disputes to arbitration;
- (8) Maintain a program for mediation of disputes between members and others;
- (9) Maintain a program for legal professional practice assistance;
- (10) Sponsor, conduct, and assist in producing programs and products of continuing legal education;

- (11) Maintain a system for accrediting programs of continuing legal education;
- (12) Conduct examinations of legal professionals' trust accounts;
- (13) Maintain a fund for client protection in accordance with the Admission and Practice Rules;
- (14) Maintain a program for the aid and rehabilitation of impaired members;
- (15) Disseminate information about the organization's activities, interests, and positions;
- (16) Monitor, report on, and advise public officials about matters of interest to the organization and the legal profession;
- (17) Maintain a legislative presence to inform members of new and proposed laws and to inform public officials about the organization's positions and concerns;
- (18) Encourage public service by members and support programs providing legal services to those in need;
- (19) Maintain and foster programs of public information and education about the law and the legal system;
- (20) Provide, sponsor, and participate in services to its members;
- (21) Hire and retain employees to facilitate and support its mission, purposes, and activities, including in the organization's discretion, authorizing collective bargaining;
- (22) Establish the amount of all license, application, investigation, and other related fees, as well as charges for services provided by the Washington State Bar Association, and collect, allocate, invest, and disburse funds so that its mission, purposes, and activities may be effectively and efficiently discharged. The amount of any license fee is subject to review by the Supreme Court for reasonableness and may be modified by order of the Court if the Court determines that it is not reasonable;
- (23) Administer Supreme-Court-created boards in accordance with General Rule 12.3.

(c) Activities Not Authorized. The Washington State Bar Association will not:

- (1) Take positions on issues concerning the politics or social positions of foreign nations;
- (2) Take positions on political or social issues which do not relate to or affect the practice of law or the administration of justice; or
- (3) Support or oppose, in an election, candidates for public office.

[Adopted effective July 17, 1987; amended effective December 10, 1993; September 1, 1997; September 1, 2007; September 1, 2013; September 1, 2017.]

GR 12.3
WASHINGTON STATE BAR ASSOCIATION ADMINISTRATION
OF SUPREME COURT-CREATED BOARDS AND COMMITTEES

The Supreme Court has delegated to the Washington State Bar Association the authority and responsibility to administer certain boards and committees established by court rule or order. This delegation of authority includes providing and managing staff, overseeing the boards and committees to monitor their compliance with the rules and orders that authorize and regulate them, paying expenses reasonably and necessarily incurred pursuant to a budget approved by the Board of Governors, performing other functions and taking other actions as provided in court rule or order or delegated by the Supreme Court, or taking other actions as are necessary and proper to enable the board or committee to carry out its duties or functions.

[Adopted effective September 1, 2007; amended effective September 1, 2017.]

GR 12.4
WASHINGTON STATE BAR ASSOCIATION ACCESS TO
RECORDS

(a) Policy and Purpose. It is the policy of the Washington State Bar Association to facilitate access to Bar records. A presumption of public access exists for Bar records, but public access to Bar records is not absolute and shall be consistent with reasonable expectations of personal privacy, restrictions in statutes, restrictions in court rules, or as provided in court orders or protective orders issued under court rules. Access shall not unduly burden the business of the Bar.

(b) Scope. This rule governs the right of public access to Bar records. This rule applies to the Washington State Bar Association and its subgroups operated by the Bar including the Board of Governors, committees, task forces, commissions, boards, offices, councils, divisions, sections, and departments. This rule also applies to boards and committees under GR 12.3 administered by the Bar. A person or entity entrusted by the Bar with the storage and maintenance of Bar records is not subject to this rule and may not respond to a request for access to Bar records, absent express written authority from the Bar or separate authority in rule or statute to grant access to the documents.

(c) Definitions.

(1) "Access" means the ability to view or obtain a copy of a Bar record.

(2) "Bar record" means any writing containing information relating to the conduct of any Bar function prepared, owned, used, or retained by the Bar regardless of physical form or characteristics. Bar records include only those records in the possession of the Bar and its staff or stored under Bar ownership and control in facilities or servers. Records solely in the possession of hearing officers, non-Bar staff members of boards, committees, task forces, commissions, sections, councils, or divisions that were prepared by the hearing officers or the members and in their sole possession, including private notes and working papers, are not Bar records and are not subject to public access under this rule. Nothing in this rule requires the Bar to create a record that is not currently in possession of the Bar at the time of the request.

(3) "Writing" means handwriting, typewriting, printing, photostating, photographing, and every other means of recording any form of communication or representation in paper, digital, or other format.

(d) Bar Records--Right of Access.

(1) The Bar shall make available for inspection and copying all Bar records, unless the record falls within the specific exemptions of this rule, or any other state statute (including the Public Records Act, chapter 42.56 RCW) or federal statute or rule as they would be applied to a public agency, or is made confidential by the Rules of Professional Conduct, the Rules for Enforcement of Lawyer Conduct, the Admission to Practice Rules and associated regulations, the Rules for Enforcement of Limited Practice Officer Conduct, General Rule 25, court orders or protective orders issued under those rules, or any other state or federal statute or rule. To the extent required to prevent an unreasonable invasion of personal privacy interests or threat to safety or by the above-referenced rules, statutes, or orders, the Bar shall delete identifying details in a manner consistent with those rules, statutes, or orders when it makes available or publishes any Bar record; however, in each case, the justification for the deletion shall be explained in writing.

(2) In addition to exemptions referenced above, the following categories of Bar records are exempt from public access except as may expressly be made public by court rule:

(A) Records of the personnel committee, and personal information in Bar records for employees, appointees, members, or volunteers of the Bar to the extent that disclosure would violate their right to privacy, including home contact information (unless such information is their address of record), Social Security numbers, driver's license numbers, identification or security photographs held in Bar records, and personal data including ethnicity, race, disability status, gender, and sexual orientation. Membership class and status, bar number, dates of admission or licensing, addresses of record, and business telephone numbers, facsimile numbers, and electronic mail addresses (unless there has been a request that electronic mail addresses not be made public) shall not be exempt, provided that any such information shall be exempt if the Executive Director approves the confidentiality of that information for reasons of personal security or other compelling reason, which approval must be reviewed annually.

(B) Specific information and records regarding

(i) internal policies, guidelines, procedures, or techniques, the disclosure of which would reasonably be expected to compromise the conduct of disciplinary or regulatory functions, investigations, or examinations;

(ii) application, investigation, and hearing or proceeding records relating to lawyer, Limited Practice Officer, or Limited License Legal Technician admissions, licensing, or discipline, or that relate to the work of ELC 2.5 hearing officers, the Board of Bar Examiners, the Character and Fitness Board, the Law Clerk

Board, the Limited Practice Board, the MCLE Board, the Limited License Legal Technician Board, the Practice of Law Board, or the Disciplinary Board in conducting investigations, hearings or proceedings; and

(iii) the work of the Judicial Recommendation Committee and the Hearing Officer selection panel, unless such records are expressly categorized as public information by court rule.

(C) Valuable formulae, designs, drawings, computer source code or object code, and research data created or obtained by the Bar.

(D) Information regarding the infrastructure, integrity, and security of computer and telecommunication networks, databases, and systems.

(E) Applications for licensure by the Bar and annual licensing forms and related records, including applications for license fee hardship waivers and any decision or determinations on the hardship waiver applications.

(F) Requests by members for ethics opinions to the extent that they contain information identifying the member or a party to the inquiry.

Information covered by exemptions will be redacted from the specific records sought. Statistical information not descriptive of any readily identifiable person or persons may be disclosed.

(3) Persons Who Are Subjects of Records.

(A) Unless otherwise required or prohibited by law, the Bar has the option to give notice of any records request to any member or third party whose records would be included in the Bar's response.

(B) Any person who is named in a record, or to whom a record specifically pertains, may present information opposing the disclosure to the applicable decision maker.

(C) If the Bar decides to allow access to a requested record, a person who is named in that record, or to whom the records specifically pertains, has a right to initiate review or to participate as a party to any review initiated by a requester. The deadlines that apply to a requester apply as well to a person who is a subject of a record.

(e) Bar Records--Procedures for Access.

(1) General Procedures. The Bar Executive Director shall appoint a Bar staff member to serve as the public records officer to whom all records requests shall be submitted. Records requests must be in writing and delivered to the Bar public records officer, who shall respond to such requests within 30 days of receipt. The Washington State Bar Association must implement this rule and adopt and publish on its website the public records officer's work mailing address, telephone number, fax number, and e-mail address, and the procedures and fee schedules for accepting and responding to records requests by the effective date of this rule. The Bar shall acknowledge receipt of the request within 14 days of receipt, and shall communicate with the requester as necessary to clarify any ambiguities as to the records being requested. Records requests shall not be directed to other Bar staff or to volunteers serving on boards, committees, task forces, commissions, sections, councils, or divisions.

(2) Charging of Fees.

(A) A fee may not be charged to view Bar records.

(B) A fee may be charged for the photocopying or scanning of Bar records according to the fee schedule established by the Bar and published on its web site.

(C) A fee not to exceed \$30 per hour may be charged for research services required to fulfill a request taking longer than one hour. The fee shall be assessed from the second hour onward.

(f) Extraordinary Requests Limited by Resource Constraints. If a particular request is of a magnitude or burden on resources that the Bar cannot fully comply within 30 days due to constraints on time, resources, and personnel, the Bar shall communicate this information to the requester along with a good faith estimate of the time needed to complete the Bar's response. The Bar must attempt to reach

agreement with the requester as to narrowing the request to a more manageable scope and as to a timeframe for the Bar's response, which may include a schedule of installment responses. If the Bar and requester are unable to reach agreement, the Bar shall respond to the extent practicable, clarify how and why the response differs from the request, and inform the requester that it has completed its response.

(g) Denials. Denials must be in writing and shall identify the applicable exemptions or other bases for denial as well as a written summary of the procedures under which the requesting party may seek further review.

(h) Review of Records Decisions.

(1) Internal Review. A person who objects to a record decision or other action by the Bar's public records officer may request review by the Bar's Executive Director.

(A) A record requester's petition for internal review must be submitted within 90 days of the Bar's public records officer's decision, on such form as the Bar shall designate and make available.

(B) The review proceeding is informal, summary, and on the record.

(C) The review proceeding shall be held within five working days. If that is not reasonably possible, then within five working days the review shall be scheduled for the earliest practical date.

(2) External Review. A person who objects to a records review decision by the Bar's Executive Director may request review by the Records Request Appeals Officer (RRAO) for the Bar.

(A) The requesting party's request for review of the Executive Director's decision must be deposited in the mail and postmarked or delivered to the Bar not later than 30 days after the issuance of the decision, and must be on such form as the Bar shall designate and make available.

(B)) The review will be informal and summary, but in the sole discretion of the RRAO may include the submission of briefs no more than 20 pages long and of oral arguments no more than 15 minutes long.

(C) Decisions of the RRAO are final unless, within 30 days of the issuance of the decision, a request for discretionary review of the decision is filed with the Supreme Court. If review is granted, review is conducted by the Chief Justice of the Washington Supreme Court or his or her designee in accordance with procedures established by the Supreme Court. A designee of the Chief Justice shall be a current or former elected judge. The review proceeding shall be on the record, without additional briefing or argument unless such is ordered by the Chief Justice or his or her designee.

(D) The RRAO shall be appointed by the Board of Governors. The Bar may reimburse the RRAO for all necessary and reasonable expenses incurred in the completion of these duties, and may provide compensation for the time necessary for these reviews at a level established by the Board of Governors.

(i) Monetary Awards Not Allowed. Attorney fees, costs, civil penalties, or fines may not be awarded under this rule.

(j) Effective Date of Rule.

(1) This rule goes into effect on July 1, 2014, and applies to records that are created on or after that date.

(2) Public access to records that are created before that date are to be analyzed according to other court rules, applicable statutes, and the common law balancing test; the Public Records Act, chapter 42.56 RCW, does not apply to such Bar records, but it may be used for nonbinding guidance.

[Adopted effective July 1, 2014; amended effective September 1, 2017.]

GR 12.5 IMMUNITY

All boards, committees, or other entities, and their members and personnel, and all personnel and employees of the Washington State Bar Association, acting on behalf of the Supreme Court under the Admission and Practice Rules, the Rules for Enforcement of Lawyer Conduct, or the disciplinary rules for limited practice officers and limited license legal technicians, shall enjoy quasi-judicial immunity if the Supreme Court would have immunity in performing the same functions.

[Adopted effective January 2, 2008; amended effective September 1, 2017.]

For the current version of the WSBA Bylaws, please go to

<http://www.wsba.org/About-WSBA/Governance>

scroll down the page and click on “Bylaws” on the right-hand side

Clarification of the Relationship Between the Board of Governors, Board of Governors Personnel Committee, Executive Director, and WSBA Staff

The relationship is defined by WSBA bylaw Article IV. Governance, Section B 5.

The Executive Director is the principal administrative officer of the Bar. The Executive Director is responsible for the day-to-day operations of the Bar including, without limitation: (1) hiring, managing, and terminating Bar personnel, (2) negotiating and executing contracts, ... (10) reporting to the Board of Governors regarding Bar operations,... (12) performing such other duties as the Board of Governors may assign.

Principles:

1. The Board of Governors is the hiring authority of the Executive Director including the setting of salary, hiring, annual evaluations, and any performance factors.
2. The Executive Director is the exclusive hiring authority for all the WSBA personnel including:
 - Screening and hiring
 - Setting salaries equitably among staff
 - Annual evaluations
 - Managing performance factors
 - Determining and balancing workload
 - Making assignments of staff to tasks
 - Termination
3. Although specific staff may be detailed to special projects, Supreme Court-created boards, and committees, they remain WSBA personnel subject to the authority of the Executive Director.
4. The WSBA Employee Handbook defines policies and practices that apply to all the WSBA personnel.

Best Practices:

Best practices exist within the above noted formal framework.

1. Governors will often have contact with staff but should not make hiring, salary, workload, or leave time commitments nor should they alter the assignments and workloads of staff.
2. The Executive Director may solicit governor, board, and committee chair input on assignments and performance reviews of staff but this information is advisory to the Executive Director.
3. Governors should never become directly involved in WSBA staff hiring, discipline, or termination matters.
4. The Executive Director will keep the Personnel Committee informed about significant personnel actions as per the policy developed by the Personnel Committee.

Protocol for Notification To The Board of Governors About Significant Personnel Action

(Adopted by the WSBA BOG Personnel Committee January 17, 2013)

The Washington State Bar Association Personnel Committee is the touch-point for significant WSBA personnel actions. The purpose of the notification to the committee is to keep the Board of Governors informed as well as to afford committee members the opportunity to offer comments or input as may be requested or appropriate. This notification is not intended to inhibit or infringe on the Executive Director's authority as described in the bylaws to "employ and compensate" all WSBA staff.

Notification

Except in exceptional circumstances e-mail is not appropriate to use in personnel situations. Notification to the committee is not part of progressive discipline in individual personnel actions nor intended to circumvent the Problem Resolution provisions in the WSBA Employee Handbook Guidelines.

The Executive Director will alert the President about certain pending personnel actions and consideration will be given to whether the issue rises to the level of a "significant personnel action" warranting the notification of the Personnel Committee Chair. If the action warrants the notification of the Personnel Committee Chair, he/she will decide if the action warrants full notification of the rest of the Personnel Committee. If the Chair so determines, at that time the committee will be briefed on the planned actions. In no case shall this notification inhibit necessary or prudent personnel actions.

The notification described above is intended only to keep the Board of Governors informed of developing situations and allow them the opportunity for timely input as requested by the Executive Director.

"Significant Personnel Actions"

The Board of Governors has interest in the following types of personnel actions:

1. Director/Chief-level involving serious performance concerns, terminations, and hiring process.
2. Employee personnel actions which represent significant potential liability to the WSBA.
3. Personnel actions that may affect the WSBA budget beyond allocations.

In a case where an employee or former employee threatens litigation, the Executive Director, in consultation with the General Counsel, Human Resources Director, President and Chair of the BOG Personnel Committee, makes the determination about whether the issue should be discussed with the full BOG for the purpose of consultation on settlement strategy. Issues with the potential for a significant fiscal impact on the organization may warrant discussion with the BOG.

GUIDING COMMUNICATION PRINCIPLES
(adopted January 28, 2016)

In each communication, I will assume the good intent of my fellow colleagues; earnestly and actively listen; encourage the expression of and seek to affirm the value of their differing perspectives, even where I may disagree; share my ideas and thoughts with compassion, clarity, and where appropriate confidentiality; and commit myself to the unwavering recognition, appreciation, and celebration of the humanity, skills, and talents that each of my fellow colleagues bring in the spirit and effort to work for the mission of the WSBA. Therefore, I commit myself to operating with the following norms:

- ◆ I will treat each person with courtesy and respect, valuing each individual.
- ◆ I will strive to be nonjudgmental, open-minded, and receptive to the ideas of others.
- ◆ I will assume the good intent of others.
- ◆ I will speak in ways that encourage others to speak.
- ◆ I will respect others' time, workload, and priorities.
- ◆ I will aspire to be honest and open in all communications.
- ◆ I will aim for clarity; be complete, yet concise.
- ◆ I will practice "active" listening and ask questions if I don't understand.
- ◆ I will use the appropriate communication method (face-to-face, email, phone, voicemail) for the message and situation.
- ◆ When dealing with material of a sensitive or confidential nature, I will seek and confirm that there is mutual agreement to the ground rules of confidentiality at the outset of the communication.
- ◆ I will avoid triangulation and go directly to the person with whom I need to communicate. (If there is a problem, I will go to the source for resolution rather than discussing it with or complaining to others.)
- ◆ I will focus on reaching understanding and finding solutions to problems.
- ◆ I will be mindful of information that affects, or might be of interest or value to, others, and pass it along; err on the side of over-communication.
- ◆ I will maintain a sense of perspective and respectful humor.

WSBA VALUES
(adopted January 28, 2016)

Through a collaborative process, the WSBA Board of Governors and Staff have identified these core values that shall be considered by the Board, Staff, and WSBA volunteers (collectively, the “WSBA Community”) in all that we do.

To serve the public and our members and to promote justice, the WSBA Community values the following:

- Trust and respect between and among Board, Staff, Volunteers, Members, and the public
- Open and effective communication
- Individual responsibility, initiative, and creativity
- Teamwork and cooperation
- Ethical and moral principles
- Quality customer-service, with member and public focus
- Confidentiality, where required
- Diversity and inclusion
- Organizational history, knowledge, and context
- Open exchanges of information

CONFLICT RESOLUTION – PRACTICES & POLICY
(adopted January 28, 2016)

Guided by the goal to preserve, protect, and foster positive and effective working relationships between the Board of Governors and the WSBA Executive Team and Staff, the following principles and guidelines shall be used to guide the resolution of conflict between board members or between board and staff members:

1) A Board Member shall always be mindful that their position carries with it certain powers, influence, and authority that must be exercised fairly, wisely, respectfully, and with restraint. Accordingly, a Board Member when interacting with all members of WSBA staff, shall not misuse or abuse their authority or position by placing unreasonable or inappropriate demands upon staff members.

2) A Board Member shall strive to maintain an atmosphere of mutual respect and trust in all communications and dialogue with staff, using appropriate channels regarding requests for special assistance regarding Board agenda matters, or inquiries from WSBA members in a Board Member's district.

3) In the event a problem or conflict arises between Board Members or between a Board Member and Staff Member, the involved parties shall strive to resolve the matter by first attempting to discuss the matter with one another in person, or by phone. If a Board or Staff Member feels uncomfortable attempting to resolve the conflict directly he/she may seek support or assistance from the Executive Director, Human Resources Director, or President. The involved parties shall pursue a one-on-one resolution, always taking the high road, and in a climate of mutual respect, trust, candor and humility while recognizing potential power dynamics that might impact the communication and ability to enter into a discussion directly.

4) Should the problem, conflict, or misunderstanding not prove resolvable, the Board Member and/or Staff Member shall apprise the Executive Director and President, with the full knowledge of both parties, and seek to have the matter further addressed and resolved by the ED, President, and any other appropriate participants. The Staff member and Board Member should both be afforded full and equal opportunity to participate and express their views in order to reach agreement and reconciliation.

5) All parties involved in seeking and bringing about a resolution should strive to be understanding, respectful, forgiving, and working to improve one's communications in the interest of doing what is in the best interests of the Board, Staff, and the WSBA as a whole.

Note: This policy is intended to supplement not replace the current Problem Resolution Policy in the WSBA Employee Handbook (D-5).

WASHINGTON STATE BAR ASSOCIATION

TO: WSBA First Year Governors
FROM: Felix Neals, Interim Human Resources Director
SUBJECT: WSBA Harassment Prevention Policy
DATE: June 19, 2019

The Washington State Bar Association (WSBA) is committed to a work environment that is free for all forms of unlawful harassment or discrimination as prohibited by state and federal laws. The WSBA is an equal opportunity employer to all persons without regard to sex, age, race color, marital status, national origin, religion, sexual orientation, veteran status, creed, political ideology, ancestry, or disability. One of our core values is to promote diversity, equity, inclusion and cultural understanding throughout the legal community.

As a volunteer on the Board of Governors and representative of the WSBA, you are under the same obligation as our staff members to uphold these values in carrying out your duties. Please review the attached policy which outlines your responsibilities under our policy.

Sexual and Other Harassment

The WSBA expects all employees to accomplish their work in a professional and businesslike manner. Harassment of employees is a form of discriminatory behavior and is not permitted regardless of the working relationship. This harassment policy applies not only to interaction between WSBA employees, but also to interaction between WSBA employees and WSBA members, vendors, visitors, and other non-employees who conduct business with the WSBA.

Harassment includes remarks, gestures, or physical contact; display or circulation of written materials or pictures derogatory to either gender or to racial, ethnic, sexual orientation, or religious groups; and basing personnel decisions on an employee's response to sexually oriented requests. Harassment also includes conduct that creates an intimidating, hostile, or offensive working environment or that is directed at a person because of that person's gender, age, religion, race, sexual orientation, ethnic background, disability, or any other unlawful reason.

Engaging in any act that discriminates against another employee because of sex, age, race, color, marital status, national origin, religion, sexual orientation, veteran status, genetic information, or the presence of a disability or any other basis prohibited by local, state, or federal laws will not be tolerated. Such harassment is grounds for disciplinary action, including termination of employment.

Any employee who experiences conduct of this sort, or believes that his/her work environment has become a hostile or offensive place to work, should immediately bring the matter to the attention of his/her supervisor or department director, the Human Resources Director, or the Executive Director.

Any concerns will be investigated promptly, and no one will suffer retaliation for reporting them. However, an employee who intentionally makes a false charge will be subject to disciplinary action up to and including termination of employment. It is important to the

WSBA that all claims of discrimination or harassment be thoroughly reviewed and investigated so that appropriate steps are taken as needed.

The WSBA's ability to deal with harassment of employees by WSBA members, vendors, and other non-employees who conduct business with the WSBA may be limited. However, employees should bring any such conduct to the attention of a supervisor or director, the Human Resources Director, or the Executive Director, no matter who is doing the harassing. The Board of Governors of the WSBA will intervene on behalf of WSBA employees when an investigation confirms harassment by WSBA members, vendors, visitors, or other non-employees.

Personnel Committee

Charter

Composition and Appointment

The BOG Personnel Committee is composed of the Board of Governor officers and at least one governor from each year. The committee is appointed by the president and chaired by a senior member who has served on the committee.

Task

The Personnel Committee conducts the annual evaluation of the Executive Director and is the touch point for notice of significant personnel actions in accordance with the protocol adopted by the committee. This committee is also available for staff concerns regarding the Executive Director in a process described in WSBA's Employee Handbook, "Problem Resolution" section. The Personnel Committee may be asked to assure other functions as directed by the Board of Governors.

WSBA Compensation Philosophy

Adopted by the Budget & Audit Committee on 02-17-05

Adopted by the Personnel Committee on 02-17-05

We are committed to a compensation philosophy that supports our mission to promote justice and to serve WSBA members and the public. Our compensation philosophy supports the core value that WSBA staff is our most essential resource. Our aim has been to shape our compensation system in a way that meets the following criteria:

1. *Competitive with Seattle/Puget Sound compensation markets*
Our aim remains to pay competitively with other similar organizations. We strive to be as thorough in our review of market survey data as we practically can.
2. *Observe principles of fairness and internal equity*
These are the core values at WSBA. One of our most precious resources is our team-oriented spirit and our compensation system should reflect this. The gap between lowest paid and highest paid staff is less at WSBA than at many other similar-sized organizations.
3. *Affordable and sustainable*
The plan we develop obviously must fit within our available financial resources. Moreover, we need to ensure that our compensation program is sustainable over the long haul – through good and bad economic times alike.
4. *Promote recruitment and retention*
Our compensation system needs to be competitive both at the entry level and at the senior staff level. This means that the system needs to allow for movement through the salary range.
5. *Understandable and practical to administer*
There are inherent complexities in any compensation system, but to the extent possible, we seek to keep the methodology straightforward so that the system itself doesn't become a burden.



WSBA Culture of Inclusion Philosophy

WSBA's Commitment to Diversity

The Washington State Bar Association is committed to advancing diversity and inclusion within the legal profession. An inclusive environment encourages and incorporates different perspectives, ideas, and experiences. Our commitment to a culture of inclusion starts internally and is reflected in this Philosophy of Inclusion.

About the Philosophy

Achieving a culture of inclusion can be uncomfortable for many people. A culture of inclusion will not prevent discomfort or conflict, but provides an environment that reflects our commitment to diversity and inclusion. This philosophy stands in concert with our policies, procedures, and norms.

The WSBA Philosophy of Inclusion

We aspire to a culture of inclusion which is an environment where:

- We offer community-building opportunities so people feel a sense of connection to one another.
- We create shared understanding, goals, and values around diversity and inclusion.
 - We collaborate and communicate openly.
 - We consistently communicate our organizational commitment to inclusion.
- We welcome and celebrate individual identities and differences.
 - People are valued for their unique experiences, insights, and identities.
 - People feel able to be true to themselves within the work environment.
 - Empathy is valued and people feel understood across their differences.
- We all feel empowered to address disparity.
 - Self-awareness and self-reflection are highly valued.
 - Growth, learning, and open-mindedness are encouraged, yet people aren't expected to know everything.
 - We aspire to eliminate our stereotypes and assumptions about others.
 - We are all responsible for illuminating and eliminating barriers to inclusion.



Aspects of the culture:

- Shared values
- A sense of responsibility
- Feeling safe
- Respect
- Reliability
- Cultural competence
- Solution-oriented
- Optimism
- Friendship
- A sense of connection
- Shared identity
- Trust
- Feeling invited
- Happiness
- Acceptance
- It's okay not to know everything
- Eliminating barriers
- Open to learning
- Be true to yourself
- Feeling heard
- Collaboration
- Unity
- A sense of engagement
- Communication
- Awareness
- Affinity
- Illuminating barriers
- Feeling welcomed
- Shared understanding
- Celebration of difference
- Being a part of something
- Challenge assumptions
- A sense of community

Washington State Bar Association Diversity & Inclusion Plan

Mission Statement

The Washington State Bar Association's mission is to serve the public and the members of the Bar, ensure the integrity of the legal profession, and to champion justice.

Commitment to Diversity

The Washington State Bar Association is committed to advancing diversity and inclusion within the legal profession. Toward that end, WSBA is committed to understanding and responding to the professional environment which exists for all lawyers in Washington. Inclusion is best understood as an environment which encourages and incorporates different perspectives, ideas and experiences. The profession is changing. The business interests of attorneys, employers and clients call for more diverse legal representation across the state. WSBA recognizes the need to enhance opportunity in the legal profession and the public's experience with lawyers by demonstrating to its members and the public at large a genuine commitment to supporting and advancing diversity and inclusion.

This plan reflects the unique roles for which WSBA is positioned, as a unified bar, to create and help nurture the conditions that will encourage diverse lawyers to enter, remain, thrive and ultimately lead the profession and inspire others to follow in their footsteps. The plan rests on a fundamental assumption that WSBA's commitment to its own culture of inclusion and cultural competence provides the best foundation for meaningful progress. We refer to this as "Inside – Out" diversity. It is our hope that stakeholders and partners will answer the call to involvement as we work from the inside out to distinguish the Washington State legal profession as an inclusive community.

Background

In 2003 the Washington State Bar Association formally established diversity as one of its nine strategic goals. In 2006 the Board of Governors formed its own Diversity Committee to help improve diversity within the elected leadership. In 2007 WSBA adopted five guiding principles, one of which is advancing and promoting "Diversity, equality, and cultural understanding throughout the legal community." Consistent with this guiding principle, WSBA next adopted two focus areas: working to understand the lay of the land of the legal community and providing tools to members and employers in order to enhance the retention of minority lawyers in the community.

The guiding principle of promoting **diversity, equality, and cultural understanding** throughout the **legal community** was supported by the 2011- 2013 Strategic Goal: **Conduct a detailed study of the composition of the legal profession and retention rates within the profession in the state of Washington.** In 2011 WSBA launched this groundbreaking study. The purpose was to create a statistically reliable study of the membership's demographics and trends. Study results were released in March 2012 and presented at the April 2012 Board of Governors meeting.

Purpose of the Plan

With the baseline study completed, the Diversity & Inclusion Plan is intended to outline WSBA's next steps and long term priorities.

Staff, member and leadership participation are particularly important to the effective coordination and delivery of systems, services and programs. The Plan's objectives all work towards the goals of retaining diverse attorneys, increasing their participation within the profession and creating opportunities for leadership within the Association.

Plan Objectives

1. MEMBERSHIP DEMOGRAPHICS

- a. Improve diverse representation across WSBA entities, especially with respect to faculty and leadership**
 - i. Provide tools, systems, and evaluation for intentional recruitment of diverse faculty and leadership in collaboration with Minority Bar Associations (MBAs)
- b. Measure demographics/ diversity indicators longitudinally**
 - i. Conduct bi-annual follow-up surveys and full study every 10 years
 - ii. Administer more frequent surveys and evaluations to gather timely information on trends and opportunities
- c. Be the resource for others who care about the demographic trends of Washington's legal community**
 - i. Publish, present and share demographic news, trends and information
 - ii. Host events, discussions and online chats about the data and its implications
 - iii. Help develop a more complete picture of the future of the profession by partnering with the Initiative for Diversity, the ABA, and law schools to measure complementary data and methods to address inequities

2. EDUCATION AND TRAINING

- a. Ensure everyone who represents WSBA is knowledgeable about membership demographics and trends**
 - i. Present updated information and resources to leadership, staff and entities regularly
 - ii. Conduct annual review and analysis of board, staff and leadership demographics
 - iii. Articulate case to members about the business case for diversity and improve overall understanding of why this effort matters
 - iv. Develop tools and shared language for WSBA representatives to educate members why diversity matters to everyone
 - v. Deliver consistent, ongoing training on cultural competence and inclusion
 - vi. Develop and adopt a shared dictionary of terms and meanings
- b. Leverage and target WSBA programming to remove barriers/ improve conditions identified in the study**
 - i. Target outreach, educational tracks and special offerings within existing WSBA programs (including Continuing Legal Education, New Lawyer Education, Law Office Management Assistance Program, Lawyer Assistance, Public Service, and the Law Clerk Program) to members *in all diversity groups* focusing on:
 - a. Strengthening mentorship opportunities
 - b. Accelerating outreach to members statewide
 - c. Expanding support for new and solo practitioners

3. COLLABORATION AND PARTNERSHIP

- a. Provide the forum for dialogue, focusing on the conditions for lawyers to enter, stay, thrive and lead the profession**
 - i. Accelerate communications and education to address inequities relating to diverse populations, specifically via:
 - a. Town Hall Series with law schools and employers
 - b. Online chats to stimulate dialogue
 - c. Guest posts and articles that raise new voices
- b. Provide WSBA representation and information in support of community projects, task forces and initiatives that intersect with WSBA's commitment to diversity**
 - i. Awards and spotlights on innovation and success – using WSBA's reach for maximum exposure for good ideas
 - ii. Increase outreach and facilitation, specifically via:

- a. Networking events to open access to bar leaders
- b. Receptions and events to connect with stakeholders
- c. Clarified support for MBAs
- d. Facilitating and hosting a peer network of mentor programs

Accountability & Reporting

A report describing the progress of advancing WSBA's diversity and inclusion efforts will be presented at each Board of Governors meeting. The Diversity Chair and staff will present highlights of activities and ongoing advancement toward these objectives. WSBA will host an annual diversity convocation whereby each section and entity will report on the status of its efforts towards objectives 1 – 3 and to talk about what's working and what support is needed. Finally, staff will present an annual report at each September BOG meeting on the overall status of the Diversity & Inclusion Plan. The annual report will be published and distributed widely.

ACHIEVING Inclusion and Equity:

A Guide for WSBA Committees, Boards, and Sections

This guide is meant to help Washington State Bar Association entities in their pursuit of diversity, inclusion, and equity. It provides an overview of WSBA's commitment, a readiness assessment, and the resources entities may access, including training and outreach opportunities. The WSBA is committed to advancing diversity and inclusion within the legal profession. An inclusive environment encourages and incorporates different perspectives, ideas, and experiences. Our commitment to inclusion and equity starts internally and is based in what we call our "Inside-Out" Philosophy. WSBA's approach is to "walk our talk" by applying the principles of inclusion and equity to our own work. We have prioritized diversifying our staff and creating cultural competence. We also support our entities in learning about diversity in order to diversify their own membership and leadership.

WSBA Diversity and Inclusion

WSBA's diversity team is available to provide consultation on a variety of diversity, inclusion, and equity topics. We provide several tools, resources, and training for sections and other WSBA entities.

WSBA Online Tools

www.wsba.org/connect-serve/volunteer-opportunities/toolbox

- ▶ Diversity Dictionary
- ▶ Culture of Inclusion Philosophy
- ▶ Accessibility Toolkit
- ▶ Diversity Demographics Report

WSBA entities are asked to report on inclusion and equity efforts aimed at increasing awareness, developing competency, and facilitating non-biased decision making. As a part of tracking the progress each entity is making, the annual report asks WSBA entities how they have addressed diversity. The questions are meant to encourage WSBA entities to think about a variety of ways they can impact diversity, inclusion, and equity.

Diversity and Inclusion Team

Dana Barnett

*Diversity and
Inclusion Specialist*

206-733-5945

danab@wsba.org

Robin Nussbaum

*Inclusion and
Equity Specialist*

206-727-8322

robin@wsba.org

Tyler Washington

*Diversity and Member
Services and Engagement
Programs Coordinator*

206-733-5934

tylerw@wsba.org

K. Joy Williams

*Diversity and Public Service
Programs Manager*

206-733-5952

joyw@wsba.org

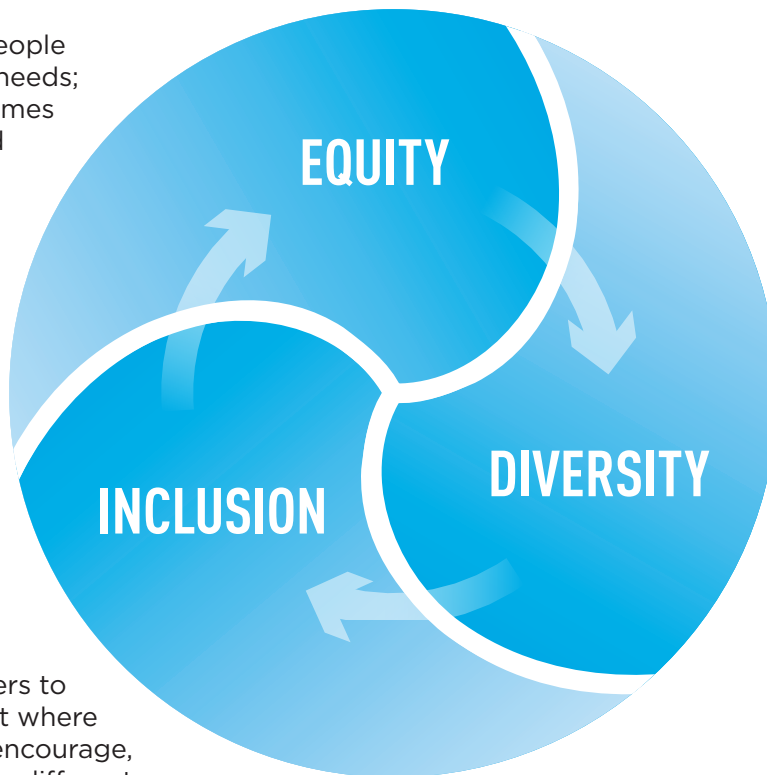
How to identify if a WSBA entity is ready to be inclusive

The pursuit of diversity, equity, and inclusion is a journey for every institution, department, team, group, and individual. Each path is uniquely rooted in a fundamental set of values, norms, and goals established by each entity. Below is a diagram highlighting definitions of major aspects of the journey. The WSBA Inclusion and Equity Specialist is available to assist entities in preparing for the journey, connecting them to resources, helping identify barriers, and developing strategies for creating a diverse, inclusive, and equitable environment within the entity.

WSBA's [Culture of Inclusion Philosophy](#) lists a number of helpful characteristics each WSBA entity should consider when preparing to conduct outreach to underrepresented groups. These characteristics are crucial to developing a welcoming atmosphere and retaining members from marginalized communities. Without the intentional development of an inclusive and equitable culture, efforts to increase sustainable representation of marginalized groups are unlikely to be successful.

DIVERSITY / EQUITY / INCLUSION JOURNEY

Equity is treating people fairly based on their needs; ensuring equal outcomes (beyond equality and equal opportunities).



Inclusion refers to an environment where people invite, encourage, and incorporate different perspectives, ideas, and experiences.

Diversity refers to meaningful representation of and equal opportunities for individuals who self-identify with those groups that are under-represented in the legal profession based upon, but not limited to, disability, gender, age, familial status, race, ethnicity, religion, economic class, sexual orientation, gender identity, and gender expression. Statewide geographic diversity and area of practice shall also be given consideration.*

*Adopted by the WSBA Board of Governors in March 2010.

READINESS ASSESSMENT

Before engaging in broader outreach consider the questions below:

- 1 Has the entity invited the WSBA Inclusion and Equity specialist to conduct a training on implicit bias and microaggressions?
.....
If not, contact **Robin Nussbaum**
- 2 Has a majority ($\frac{3}{4}$) of the team taken the Harvard Implicit Bias Association Test?
.....
If not, contact **Robin Nussbaum**
- 3 Is the leadership ready to actively participate in cross-cultural relationship building with underrepresented groups?
.....
If so, contact **K. Joy Williams**

These questions are meant to support the front end work on the journey and act as a guide to the nonbiased decision-making necessary in the pursuit of equity.

The expectation is that each WSBA entity has intentionally prepared its decision makers and members to become a more diverse and inclusive membership.

OUTREACH

The diversity team is also available to help you with outreach. The diversity team will work with WSBA entity leadership to identify:

- ▶ Outreach goals (who is your target audience and why)
- ▶ Measurable outcomes for outreach efforts
- ▶ Type and level of support required to increase representation of members from marginalized groups (e-introductions, in-person meetings, etc.)
- ▶ WSBA hosted/sponsored events, meetings, or programs suited to support outreach goals

EXTERNAL RESOURCES

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition — thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the internet. Project Implicit was founded in 1998 by three scientists — [Tony Greenwald](#) (University of Washington), [Mahzarin Banaji](#) (Harvard University), and [Brian Nosek](#) (University of Virginia).

- ▶ <https://implicit.harvard.edu/implicit/takeatest.html> (Also available on WSBA’s volunteer toolbox)

Special correspondent Charlayne Hunter-Gault speaks to Derald Wing Sue of Teachers College at Columbia University about the ways that everyday microaggressions can affect people.

- ▶ <https://youtu.be/mgvjnxr6OCE>

WSBA Diversity and Inclusion – Further Information

TO FIND OUT MORE ABOUT:	CONTACT:
<ul style="list-style-type: none"> ▶ A diversity consultation, training or presentation for my WSBA section, board, committee, etc. ▶ WSBA entity demographics 	Robin Nussbaum 206-727-8322 robin@wsba.org
<ul style="list-style-type: none"> ▶ A diversity consultation, training or presentation for my law firm, legal organization, school, etc. ▶ WSBA membership research 	K. Joy Williams 206-733-5952 joyw@wsba.org
<ul style="list-style-type: none"> ▶ The WSBA Diversity Committee ▶ Submitting a diversity-focused publication (blog, <i>NWLawyer</i>) ▶ Outreach to Washington State's minority bar associations (MBA) ▶ A diversity event or program 	Dana Barnett 206-733-5945 danab@wsba.org
<ul style="list-style-type: none"> ▶ Adding or updating an MBA or Diversity Section on WSBA.org 	Tyler Washington 206-733-5934 tylerw@wsba.org
<ul style="list-style-type: none"> ▶ Joining the WSBA Diversity Stakeholders listserve ▶ Submitting an event for WSBA Diversity Announcements (emailed every other week) 	diversity@wsba.org



The Washington State Bar Foundation, a 501(c)(3) organization, is a separate entity from the WSBA. Its sole mission is to provide financial support for WSBA programs that promote diversity within the legal profession and enhance the public's access to, and understanding of, the justice system. Tax-deductible contributions to the Foundation support WSBA's diversity and inclusion events and programs.

For more information, or to make a donation, contact:
 Laura Sanford, lauras@wsba.org. 206-239-2137

**BOARD OF GOVERNORS
CONFLICT OF INTEREST POLICY
Approved by the Board of Governors July 27, 2007**

Purpose and Statement of Policy:

The Board of Governors Conflict of Interest Policy is intended to protect the interests of the Washington State Bar Association when it is contemplating entering into a transaction, arrangement, or other action that might benefit the private interest of an Officer or Governor of the WSBA. The proper leadership of the WSBA depends upon members of the Board of Governors (including the Officers) who give of their time and knowledge for the benefit of the WSBA and its goals. Governors have a duty of loyalty to the WSBA, which requires them to exercise their powers in the interest of the WSBA, and not in their own interests or those of another person or entity.

Governors bring varied backgrounds and interests to the work of the WSBA and may have interests that are in conflict with those of the WSBA. The existence of an actual or potential conflict of interest should be addressed by full disclosure of the conflict to the Board of Governors. The Governor having the conflict should withdraw from any discussion or vote on any matter in which the conflict is involved.

The Board of Governors of the WSBA accordingly resolves as follows:

Procedures:

1. **Duty to Disclose:** It is the duty of each Officer and Governor to be conscious of any actual or potential conflict of interest between that Officer or Governor and the Association, and to act with candor and care in such a situation. An Officer or Governor must disclose to the Board of Governors, before the Board takes any action on the matter, the nature and extent of any direct, indirect or potential conflict of interest that the Officer or Governor, or any member of his or her immediate family may have, whether individually, through business relationships or transactions, or through investment relationships or transactions. For purposes of this policy, the term "immediate family" includes the following: (1) an Officer's or Governor's spouse or domestic partner; (2) a child of an Officer or Governor or of an Officer's or Governor's spouse or domestic partner; and (3) other dependent relatives of an Officer or Governor or of an Officer's or Governor's spouse or domestic partner if living in his or her household. Conflicts of interest that require disclosure include, but are not limited to, (a) any ownership or financial interest in any entity with which the WSBA has a transaction, arrangement or other action, (2) any compensation arrangement with the WSBA or with any entity or individual with which the WSBA has a transaction, arrangement or other action, and (3) any potential ownership or financial interest in, or compensation arrangement with, any entity or individual with which the WSBA is negotiating a transaction, arrangement or other action. An Officer's or Governors' disclosure shall be noted in the minutes of the Board meeting and made a part of the records of the WSBA.
2. **Meeting Procedure:** The Board of Governors shall provide a disinterested review of the matter that is the subject of a conflict of interest. An Officer or Governor having a conflict of interest should absent himself or herself from any discussion of the matter, should not use his or her personal influence with respect to the matter, and should abstain from casting any vote. To the extent that the remaining members of the Board determine that the Officer or Governor can provide information that may be useful, the Officer or Governor having a conflict may provide that information to the Board and answer pertinent questions from the other members of the Board before the Board casts its vote. An Officer or Governor having a conflict of interest shall not be counted as present for the

purpose of determining whether a quorum is established, even if permitted by law. The Officer's or Governor's absence from the discussion and vote of the Board, and the establishment of the quorum without counting that Officer or Governor, shall be noted in the minutes of the Board meeting and made a part of the records of the WSBA.

3. Due Diligence: This policy is not intended to prohibit or restrain the WSBA from entering into transactions with an Officer or Governor or person or entity in which an Officer or Governor has an interest. Those transactions should be approved, however, only in circumstances where the approval process is scrupulously disinterested and fair, and where the best interest of the WSBA is the clear and overriding consideration leading to the approval. If any Officer or Governor discovers that the Board has acted on a proposal in ignorance of an undisclosed conflict of interest, the Officer or Governor should promptly disclose the matter to the entire Board, and the Board should promptly re-examine the matter using the procedures outlined in this policy.
4. Corporate Opportunity: Before an Officer or Governor enters into a transaction which he or she reasonably should know may be of interest to the WSBA, the Officer or Governor should disclose the transaction to the Board in sufficient detail, and with adequate advance notice, that the Board has adequate information and time to allow it to act or decline to act with respect to the transaction.
5. Annual Statements: Each year each Officer and Governor shall complete and deliver to the President a disclosure statement in the form approved from time to time. By executing the statement each Officer and Governor shall acknowledge his or her knowledge of this policy, and disclose any conflicts of interest that the Officer or Governor may have, or be likely to have, with the WSBA. All Officers' and Governors' disclosures shall be made a part of the records of the WSBA.
6. Review of this Policy: The Board of Governors shall review this policy at least annually for the information and guidance of members of the Board. Each new Officer and Governor shall be advised of the policy and asked to complete the disclosure statement.

Governor Responsibilities

Governors are the fiduciary of WSBA assets. These assets include cash and investments, the organization's good name and the organization's goodwill with members. Assets must be managed under a "good faith/prudent care/best interests" standard. Meeting this standard includes the exercise of sound business principles, attendance at meetings and the exercise of due diligence in making decisions affecting the organization's assets.

The office of governor is a three-year commitment from October through the end of September three years later. Governors may only serve one term unless the initial term is 18 months or less.

A director acts as part of a board. Anyone serving as a director of a corporation must be aware of what a director is – and isn't. As a body, a board of directors has considerable powers. In most corporations the board plays a substantial part in the beginning or end of any corporate activity, and the board appoints or removes corporate agents, executives, and officers. In contrast, an individual director, acting alone, has almost no power: rather each director exerts her or his power as one participating in the board of directors. (Guidebook for Directors of Nonprofit Corporations)

It is expected that a governor will:

- Participate in the New Governor Orientation Program.
- Attend six BOG meetings per year – generally all day Thursday through Friday morning.
- Be a member of two to three BOG committees and some special committees (serve as chair on some generally in the third year).
- On a rotating basis with other governors, attend various law-related events such as annual dinners, award events, special events, etc.
- Be a liaison and attend key meetings for three to five WSBA sections, standing committees and other boards or commissions as assigned by the president.
- Occasionally represent the WSBA for public speaking and appearances.
- Using WSBA electronic distribution groups, communicate periodically with constituents.
- Establish contact and maintain relationships with local bar associations in their congressional district.
- Be a WSBA-BOG liaison to minority or specialty bar association(s).
- Attend section and committee orientation meetings at the WSBA.
- Approve the hiring of the executive director.
- Assist with the recruitment and orientation for a replacement governor and president when in their district.
- Conduct leadership recruitment and recommend constituents for appointments.
- Appoint standing committee members annually.
- Maintain the confidentiality of information discussed in executive sessions.
- Refrain, as required by the WSBA bylaws, from endorsement of political candidates for offices reserved for lawyers.

Most governors find that they can meet these commitments in about 40 hours a month.

ADDENDUM to GOVERNOR RESPONSIBILITIES

Excerpt of the WSBA President and Governor Selection Task Force Report

(Adopted by the Board of Governors in April 2006)

- Assign to each Governor whose term is expiring and whose position will be filled by the election of a successor, the responsibility to chair a committee of not more than 5 persons to recruit 2 or more candidates to file for the position.
 - Diversity among committee members is desired, and might include, inter alia, former Governors from that district, local bar presidents or officers, and representatives of minority and specialty bars.
 - The outgoing Governor should be reminded by the Executive Director, or her delegate, of this responsibility not later than November 1 of the Governor's third year.
 - The outgoing Governor should report on the work of his or her recruiting committee at the January BOG meeting.
- Immediately upon receipt of the application, post on the WSBA website the name and district of each individual who files for election to the BOG.
- Make available to each candidate for the BOG, without charge and for a one-time use only, the ability to contact all members residing in the candidate's district by e-mail and by direct mail. For example, direct mail contact could be accomplished through providing address labels, or by including candidate flyers in the balloting material, while e-mail contact could be accomplished by WSBA forwarding candidate messages to all district members.
- Develop a description of the duties and responsibilities of a member of the BOG, the time commitment, representative issues that come before the Board for decision, and the rewards and satisfaction of service on the Board of Governors, and publicize the information to the WSBA membership prior to the deadline for each BOG election.
- Set up a direct outreach system to local and specialty bars to assist in recruiting candidates for the BOG.

Officer and Governor Travel to and Attendance at National/Regional Events

Adopted September 2009

Amended September 2010

Amended September 2012

Amended January 2019

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

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

1. Officer Conferences

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

2. Governor Conferences

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

Core Role of a Board is to ADD VALUE

- A** **Advance** the mission and vision of the organization.
- D** **Do** your duty: duty of care and duty of loyalty.
- D** **Determine** and support your executive leader.

- V** **Value** each other's time and the executive's time.
- A** **Assure** adequate resources for the organization (no dollars, no mission)
- L** **Link** program and financial decisions together.
- U** **Understand** group dynamics and create a culture where dissent is valued:
fostering candor, curiosity, and dissent (dissent ≠ disagreement)
- E** **Ensure** effective planning, including succession planning for next board
members.

Credited to University of Washington School of Law Dean Kellye Testy

BOG Committees and Special Appointments

Introduction

BOG committee appointments are made by the President although most often made in consultation with the Board and individual governors. These committees do the work of the Board and bring recommendations to the Board for action. The President may establish special committees each year for time-limited reviews and special needs.

Awards Committee

This committee solicits award nominations, reviews nominations, and makes recommendations to the BOG for the annual WSBA awards program. Awards are presented at the awards dinner, typically held in late September.

Budget and Audit Committee

The Budget and Audit Committee is the fiscal agent of the BOG. This committee routinely reviews year-to-date expenditures, oversees the annual audit, and considers special requests for budget modifications throughout the year. The B&A Committee also develops and recommends the next year's budget and makes any other financially related recommendations to the Board. The "Treasurer" chairs this committee. A detailed notebook is maintained.

Executive Committee

The Executive Committee addresses emergent but non-policy-making matters that need timely attention between BOG meetings. Its authority derives solely from the authority of the Board, and is limited by the authority granted by the BOG.

Legislative Committee

The Legislative Committee comes into action each year after the BOG sets its legislative agenda for the coming session. The Legislative Committee meets weekly via conference call during the legislative session to work with the lobbyists and others on pending legislation and legislative developments.

Nominations Committee

The Nominations Committee makes WSBA committee/board appointments and nominations to Supreme Court-created Boards administered by WSBA through authority delegated to it by the BOG. It also makes member appointments, nominations and recommendations to outside organizations that WSBA has been invited to participate in. The BOG retains the ability to review and provide feedback on candidates, assures that appointment decisions will be based on both applicant qualifications and diversity considerations, and provides a mechanism for reconsideration of the Nominations Committee's actions.

Personnel Committee

The Personnel Committee conducts the annual evaluation of the Executive Director and is the touch point for notice of significant personnel actions in accordance with the protocol adopted by the committee. This committee is also available for staff concerns regarding the Executive Director in a process described in WSBA's Employee Handbook, "Problem Resolution" section. The Personnel Committee may be asked to assure other functions as directed by the Board of Governors.

Strategic Planning Committee

This committee's function is to construct and monitor WSBA's activity as it pertains to WSBA's strategic goals. This committee is not formed every year, but only when new Strategic Goals for WSBA need to be developed (generally every three years or so).

WSBA Committee on Mission Performance and Review (CMPR)

The charge of the CMPR is threefold: to make sure WSBA's committees continue to do the work of the BOG, as directed by the BOG, consistent with our mission, guiding principles and strategic goals; to make sure WSBA's regulatory boards are fulfilling their Supreme Court mandates and any other issues the BOG may have asked them to explore; and to monitor the ongoing activities of the Supreme-Court-created boards administered by WSBA, consistent with their charges from the Court.

WSBA Presidents' Thoughts On
Ten Tips to Being an Effective WSBA Governor

1. Read the materials, study key documents, be open to other opinions and thoughts, be willing to be wrong.
2. Speak your truth.
3. Know how to disagree without being disagreeable.
4. Realize up front that there will be times when you are on the losing vote and, if you are doing your job correctly, times when you make a motion and won't even get a second.
5. Attend committee meetings; be a good liaison to sections and committees.
6. Be respectful of staff and their time.
7. When the Board reaches a decision, all Governors support the decision.
8. Have a general understanding of Robert's Rules of Order. Have a general understanding of financial statements. Ask questions.
9. Communicate with constituents.
10. Work hard and enjoy the experience.

WASHINGTON STATE BAR ASSOCIATION

Overview of Committee, Board, Panel, and Other Positions for 2019-2020

WSBA Committees (created by the Board of Governors)

Committee on Professional Ethics (CPE)

[See detailed position description](#)

Provides guidance to WSBA members on legal ethics issues in the form of Advisory Opinions, considers and proposes to the Board of Governors (BOG) amendments to the Washington Rules of Professional Conduct, and considers and reports to the BOG on amendments and proposed amendments to the ABA Model Rules of Professional Conduct. The Committee may also conduct periodic outreach to the membership on these subjects. Appointment is for a three-year term.

Continuing Legal Education (CLE) Committee

[See detailed position description](#)

Supports WSBA and its practice sections in the delivery of high quality, mission-focused Continuing Legal Education by advising on content, speakers, and delivery models, and by helping to identify trends and gaps in legal education that WSBA is uniquely positioned to fill. Appointment is for a three-year term.

Council on Public Defense (CPD)

[See detailed position description](#)

Unites representatives of the bar; private and public criminal defense attorneys; judicial representatives appointed by the Washington Supreme Court, the Superior Court Judges Association and the District and Municipal Court Judges Association; current and former prosecutors; and the public to address new and recurring challenges that impact the public defense system. The CPD educates and informs policy makers on issues that need reform and provides concrete proposals that are enhanced by the comprehensive nature of the CPD membership. Prerequisite: The CPD is seeking three at-large members who can be either an attorney or not an attorney, one at-large member who is not an attorney, two members who are prosecutors, and one member from local government or a public defense administrator who can either be an attorney or not an attorney. Terms are for two years with eligibility to renew membership for up to four additional years.

Court Rules and Procedures Committee

[See detailed position description](#)

Studies and develops suggested amendments to designated sets of court rules on a regular cycle of review. Performs the rules study function outlined in General Rule 9 and reports its recommendations to the Board of Governors. Appointment is for a two-year term.

Editorial Advisory Committee (EAC)

[See detailed position description](#)

Editorial Advisory Committee members create an intellectual dialogue with WSBA's 38,000 members. This group is the "think tank" behind WSBA's official magazine, *NWLawyer*, working closely with the editor to ensure the content engages, excites and informs readers. Committee members may identify possible articles, write and review articles, contact and refer potential authors, set editorial policy, and guide WSBA in relaying its own news. Appointment is for a two-year term.

Judicial Recommendation Committee (JRC)

[See detailed position description](#)

Screens and interviews candidates for state Court of Appeals and Supreme Court positions. Recommendations are reviewed by the WSBA Board of Governors and referred to the state governor for consideration when making judicial appointments. Appointment is for a three-year term.

Legislative Review Committee

[See detailed position description](#)

Supports the WSBA's outreach and legislative affairs efforts at a crucial decision-making intersection. Reviews all Bar-request bills and forwards to the Board of Governors with recommendations, insight, and comments where appropriate. Depending on the makeup of the Committee, it may also be able to provide technical support to Sections in drafting bills. Appointment/reappointment is for a one-year term.

Pro Bono and Public Service Committee

[See detailed position description](#)

Focuses on breaking down the barriers that members face to engaging in public service and pro bono work, promoting pro bono opportunities, and developing public service CLEs to support members doing pro bono work. The Committee works with staff to collaborate with the Alliance for Equal Justice to advance efforts to engage members in pro bono. Appointment is for a two-year term.

Washington Young Lawyers Committee (WYLC)

[See detailed position description](#)

Works to actively engage new and young lawyers in the activities of WSBA, develops and conducts activities of value to new and young lawyers, and connects these lawyers to all WSBA resources. The WYLC comprises 18 members representing the interests of WSBA's 7,500 new and young lawyers. Prerequisite: Committee members must be a lawyer in practice fewer than five years or under the age of 36. Appointment is for a three-year term unless otherwise specified.

WSBA Diversity Committee

[See detailed position description](#)

Works to support implementation of the WSBA's Diversity and Inclusion Plan, support historically underrepresented groups to enter and stay in the profession, and raise awareness in the community through collaboration and coalition building. This Committee comprises members of the WSBA Board of Governors and the wider WSBA membership who work with staff to review, advise and implement policy, programs and activities of the WSBA that promote a culture of inclusion. Appointment is for a two-year term.

WSBA Regulatory Boards and Panels (created by Court Rule)

Adjunct Disciplinary Counsel (ADC) Panel

[See detailed position description](#)

Assists in carrying out the functions of the lawyer discipline system as needed pursuant to Rule 2.9 of the Rules for Enforcement of Lawyer Conduct (ELC). ADC panel members may be asked to assist staff disciplinary counsel with the investigation of a grievance; serve as independent special disciplinary counsel in the investigation of a grievance or prosecution of a disciplinary case; provide staff disciplinary counsel with an outside opinion on an area of law; serve as a practice monitor following imposition of a disciplinary sanction or suspension; or consult with a lawyer under the terms of a diversion contract. Prerequisite: ADCs must have been an active attorney or judicial member of the WSBA for at least seven years at the time of appointment. Appointment is for a five-year term.

Board of Bar Examiners

[See detailed position description](#)

Grades the Multistate Essay Examination (MEE) and the Multistate Performance Test (MPT) answers for the Uniform Bar Examination (UBE), and produces the content for the Washington Law Component test under the direction of the Board of Governors, in accordance with the Admission and Practice Rules as approved by the Washington Supreme Court. Appointment is for a four-year term.

Character and Fitness Board

[See detailed position description](#)

Deals with matters of character and fitness bearing on qualifications of applicants for admission and licensing to practice law in Washington, conducts hearings on the admission of any applicant, makes recommendations to the Washington Supreme Court, and considers petitions for reinstatement after disbarment. The Board comprises at least one lawyer, LLLT or LPO from each congressional district, several at-large members, and three public members. The Board generally meets one full day per month for hearings. Considerable reading and meeting preparation time are required. Each member writes at least one decision per year; assistance is provided as needed. *Prerequisite:* Board members (other than public members) must have been an active member of the WSBA for at least five years at the time of appointment. Appointment is for a three-year term.

Client Protection Board

[See detailed position description](#)

Pursuant to APR 15, reviews claims for reimbursement of financial loss sustained by reason of a licensed legal professional's dishonest actions or failure to account for client funds. The Board decides claims up to \$25,000, and makes recommendations to the Board of Governors on claims for greater amounts. The Board meets four times a year. The Board has thirteen members, eleven of whom are lawyers or Limited License Legal Technicians, and two of whom are public members. Appointment is for a three-year term.

Law Clerk Board

[See detailed position description](#)

The Law Clerk Program is an alternative to law school designed to provide educational and practical experience through a combination of work and study with an experienced lawyer or judge. The Law Clerk Board oversees the Law Clerk Program in accordance with Rule 6 of the Admission and Practice Rules. The board considers applications for

enrollment in the program, interviews applicants, follows the progress of law clerks, interviews and evaluates law clerks and tutors during the course of study, and certifies that law clerks have successfully completed the program and meet the educational requirement to take the bar examination for lawyers. The board meets quarterly. Appointment is for a three-year term.

Supreme Court Boards and Panels Administered by the WSBA

Disciplinary Board (D-Board)

[See detailed position description](#)

Carries out the functions and duties assigned to it according to the Rules for Enforcement of Lawyer Conduct adopted by the Supreme Court. The full board meets six times a year, reviewing hearing officer decisions and stipulations. Three-member review committees meet monthly and review disciplinary investigation reports and dismissals. Considerable reading and meeting preparation is required. The Board consists of 4 community members and 10 lawyer members. Prerequisites: Lawyer Board members must have been an active member of the WSBA for at least five years at the time of appointment and have no record of public discipline. Lawyer Board members may not knowingly advise or represent individuals regarding pending or likely disciplinary grievances or proceedings. Board members are recommended by the WSBA Board of Governors in consultation with the Disciplinary Selection Panel and appointed by the Supreme Court. Appointment is for a three-year term.

Disciplinary Selection Panel

[See detailed position description](#)

Meets once a year to make appointment recommendations to the Board of Governors for hearing officers, disciplinary board members and conflicts review officers. Prior to the meeting, the Panel members review applications and may conduct telephone interviews to make candidate recommendations. Disciplinary Selection Panel members must be former Disciplinary Board chairs, former Disciplinary Board nonlawyer members, or former Hearing Officers. Appointment is for a three-year term.

Hearing Officer

[See detailed position description](#)

Serves as hearing officer for licensed legal professional disciplinary and disability matters, making evidentiary rulings, ruling on motions, conducting settlement conferences, and preparing written findings of fact, conclusions of law, and (as necessary) sanction recommendations according to strict deadlines. Annual training is required. Hearing officers are subject to the representation restrictions in ELC 2.14. The Supreme Court appoints Hearing Officers upon recommendation of the Board of Governors in consultation with the Disciplinary Selection Panel. Applicants must submit a writing sample. Prerequisites: A hearing officer must be an active member of the WSBA, have been an active or judicial member of the WSBA for at least seven years, have no record of public discipline, and have experience as an adjudicator or advocate in contested adjudicative hearings. Please review the Rules for Enforcement of Lawyer Conduct, particularly ELC 2.5 to 2.6 and ELC Title 10, prior to applying.

Limited License Legal Technician (LLLT) Board

[See detailed position description](#)

The Limited License Legal Technician (LLLT) is Washington's newest legal professional and the LLLT license is the first license of its kind in the country. LLLTs can provide

limited legal assistance and advice in approved practice areas of law. The LLLT Board is responsible for developing and recommending to the Washington Supreme Court general policy and requirements for the LLLT license. The board works to expand the license into new practice areas, works with educators to develop and provide the education required for one to become a LLLT, and works with subject matter experts to write and grade the LLLT practice area examinations and LLLT ethics examination. The board also plays a role in the LLLT discipline system. The board members act as ambassadors of the LLLT license for the broader legal profession and the public. The board meets monthly. Appointment is for a three-year term.

Limited Practice Board

[See detailed position description](#)

A Limited Practice Officer (LPO) is licensed to select, prepare, and complete legal documents pertaining to the closing of real property and personal property transactions. The Limited Practice Board is responsible for developing and recommending to the Washington Supreme Court general policy and requirements for the LPO license. The board works with exam writing experts to write and grade the LLLT practice area examination, develops and approves forms for use by LPOs, and plays a role in the LPO discipline system. The board members act as ambassadors of the LPO license for the broader legal profession and the public. The board meets four to six times per year. Appointment is for a three-year term.

Mandatory Continuing Legal Education (MCLE) Board

[See detailed position description](#)

Legal professionals in the state of Washington must continue their legal education throughout their careers in order to remain eligible to practice law. The MCLE Board plays a critical role in defining and determining compliance with the minimum education requirements under APR 11. The Board meets five times a year to consider MCLE policy issues and makes determinations on petitions, appeals, and special requests submitted by licensed legal professionals and CLE sponsors. This includes reviewing requests for waiver and extension of time to meet the minimum education requirements, and holding hearings on denied requests. Board members also audit CLE courses throughout the year to ensure CLE providers are complying with APR 11. In addition to attending what are usually half-day meetings, members should expect to spend several hours reviewing materials prior to the meetings. Individuals with diverse backgrounds, teaching experience, and technology skills are encouraged to apply. Appointment is for a three-year term; two consecutive terms may be served.

Practice of Law Board

[See detailed position description](#)

The Board educates the public about how to receive competent legal assistance, considers new avenues for people not authorized to practice law to provide legal and law-related services, and refers non-frivolous complaints alleging unauthorized practice of law to appropriate authorities. The Supreme Court appoints members after considering nominations from the Practice of Law Board, the WSBA Board of Governors and other interested people and organizations. The Board has 13 members and at least four must be community representatives; lawyer members must be WSBA members on active status. Appointment is for a three-year term.

Other Positions

Conflicts Review Officer (CRO)

[See detailed position description](#)

The Conflicts Review Officers (CRO), with support from the Office of General Counsel, are lawyers outside the discipline system who review and make initial (intake) determinations for grievances filed against disciplinary counsel and other lawyers involved in the discipline system. The CRO acts independently of disciplinary counsel and the WSBA. The CRO may dismiss, defer, or have a grievance assigned to special disciplinary counsel for further investigation. The Supreme Court appoints three CROs based on recommendations from WSBA's Board of Governors in consultation with the Disciplinary Selection Panel. *Prerequisites:* CROs must have prior experience as a Disciplinary Board member, disciplinary counsel, or special disciplinary counsel, and have no other role in the disciplinary system while serving as CRO. Additionally, CROs are subject to the Rules for Enforcement of Lawyer Conduct (ELC) 2.14 restrictions on advising or representing individuals regarding pending or likely disciplinary grievances or proceedings. Please review [ELC 2.7](#) before applying.

Disciplinary Advisory Round Table

[See detailed position description](#)

The Disciplinary Advisory Round Table (DART) acts as a forum for the discussion of issues affecting the discipline system for licensed legal professionals in Washington State. DART provides an annual report to the Washington Supreme Court and the Board of Governors and makes recommendations for change and the identification of concerns or issues. Appointment is for a three-year term.

Records Request Appeals Officer (RRAO)

[See detailed position description](#)

The Records Request Appeals Officer (RRAO) conducts any requested second-level review, following a first-level review by the Executive Director, of records disclosure decisions made by WSBA's public records officer in response to a records request. Review by the RRAO is informal and summary but, in the sole discretion of the RRAO, may include briefing and oral argument. Decisions of the RRAO are final unless the requestor asks for, and the Washington Supreme Court decides to grant, discretionary review. See Washington General Rule (GR) 12.4(h)(2) (Washington State Bar Association Access to Records). Although there are certain key differences between GR 12.4 and the Washington Public Records Act, RCW 42.56, lawyers with Public Records Act experience are encouraged to apply. Initial appointment is for one year, and may be followed by reappointment for two-year terms. Applicants must be active Attorney members of the WSBA.

WSBA Section Profiles
2019-2020

The WSBA's 29 sections are established to provide a forum for those members of the WSBA who wish to pursue shared specialized interests. Section membership is voluntary. The membership year is January 1 – December 31. In addition to Active members of the WSBA joining, the majority of sections have a “subscriber” category, which includes inactive attorneys and non-legal professionals. Law students, also identified as subscriber members, may join any section for a standard membership dues amount established each year. For additional information about the WSBA sections, please visit the WSBA website at <https://www.wsba.org/legal-community/sections>

Administrative Law: The section serves the interests of public- and private-sector legal professionals who work with state and local regulatory agencies. Members include assistant attorney generals, city attorneys, county prosecutors working on regulatory matters, and private practitioners who either contract to represent government entities or represent clients subject to government regulation. The section sponsors several Mini-CLEs each year, receptions, and publishes deskbooks and supplements. The section also awards scholarships to law students and donates resources to at least one public service project every year. *Annual dues: \$25*. Current membership: 239.***

Alternative Dispute Resolution (ADR): Members include legal and other professionals who share an interest in the availability and use of alternative dispute resolution for the resolve of all types of disputes. The activities of the section are managed by an executive committee. The section maintains a website which offers an online ADR provider directory, sponsors an annual meeting and other educational programs about ADR (including co-sponsorship of the annual Northwest DR Conference), participates in legislative activities that relate to ADR, and undertakes projects aimed at increasing the availability and quality of ADR services throughout the state. *Annual dues: \$35. Current membership: 317.*

Animal Law: The section provides a forum for members to exchange ideas, study, and understand the laws, regulations, and case law pertaining to all areas of animal law. Animal law has useful applications for practitioners in many areas, including landlord/tenant, criminal, wills and trusts, personal injury and tort claims, nonprofit corporations, agricultural, local government, and administrative law. *Annual dues: \$25. Current membership: 97.*

Antitrust, Consumer Protection and Unfair Business Practices: The section primarily focuses on informing its members about significant developments in the field of antitrust and consumer-protection law. The section also sponsors a CLE each fall that addresses current topics of interest. Meetings provide an opportunity to network with experienced trade regulation practitioners from around the state, including private practice, in-house, and government attorneys. *Annual dues: \$20. Current membership: 207.*

Business Law: The section offers members the opportunity to stay current and influence legislation through participation in numerous committees. The section also sponsors CLEs and social gatherings such as the Northwest Securities Institute. Member benefits include a twice-yearly newsletter, and a business law deskbook. *Annual dues: \$25. Current membership: 1258.*

Cannabis Law: WSBA's newest section, the section connects practitioners in the State of Washington who are interested in learning more about the area of Cannabis Law. The section seeks to not only be a repository of information to guide practitioners through this highly technical area of law, but also a network of highly-skilled practitioners working together to interpret the rules and regulations in order to further best practice guidelines for this growing industry. *Annual dues: \$25. Current membership: 98.*

Civil Rights Law: The section forwards a mission to educate and advocate for civil liberties and equal rights in the context of civil rights law and the legal issues of Washington state residents, with particular focus on those who have traditionally been denied such rights and equal treatment under the law including, but not limited to, racial, ethnic, or religious minorities, elderly, gay, lesbian, bisexual or transgendered, immigrants, mentally or physically disabled, impoverished, and homeless. The section sponsors at least one CLE, annual meeting and reception each year. The section also publishes a newsletter to keep members updated on civil rights law matters. *Annual dues: \$30. Current membership: 174.*

Construction Law: Members share common interests on a wide variety of issues related to the construction industry and all aspects of government procurement. Section members are a mix of private practice, public sector, and in-house lawyers, and assistant attorneys general. Member benefits include an annual all-day CLE, an annual mini-CLE in conjunction with a dinner, special topic forums several times a year and a quarterly newsletter. *Annual dues: \$25. Current membership: 496.*

Corporate Counsel: Members include in-house legal counsel, attorneys in private practice who spend a substantial portion of their time working with in-house counsel, and other attorneys who provide legal counsel to businesses or nonprofit enterprises. Quarterly dinner meeting seminars feature speakers on various topics of interest. The section also sponsors various CLE programs, including the popular Corporate Counsel Institute. *Annual dues: \$20. Current membership: 1089.*

Creditor Debtor Rights Law: The section provides numerous opportunities for members to remain current on relevant legal issues, influence legislation, and participate in pro bono activities. Resources include a newsletter and bankruptcy case law digest. The section sponsors several CLEs each year. The section has established an annual grants program to financially assist community-service programs statewide that provide legal services in the area of creditor/debtor law. *Annual dues: \$30. Current membership: 516.*

Criminal Law: The section provides a forum for prosecutors and defense counsel to exchange ideas and information in the areas of criminal law, correction, procedure, and evidence. Pending legislation is regularly addressed, including the development of statutory enactments to improve and facilitate the administration of justice within the criminal arena. CLE offerings include the annual Criminal Justice Institute and a number of Mini-CLEs throughout the state. *Annual dues: \$30. Current membership: 399.*

Elder Law: The section focuses on matters related to the representation of senior citizens, recognizing that these individuals have unique legal needs and may be isolated, ill, or vulnerable to undue influence or exploitation. Educational seminars address the ways in which senior needs manifest in practice areas such as estate planning, real property and probate, and guardianship. The section has an established annual grants program, which benefits outreach programs across the state designed to provide legal services to senior constituents. The section is highly active on legislative issues. *Annual dues: \$35. Current membership: 620.*

Environmental and Land Use Law: The section helps members keep up with this rapidly developing area of law, providing forums through which members can meet, exchange ideas, and learn from others who practice in the field. The section newsletter contains current, scholarly information on emerging trends in environmental and land use law, including analyses of cases, draft rules, and new statutes that affect

environmental and land use law. They have a robust new lawyer outreach program, including several grants for law students at the three Washington state law schools. Their other forums include a midyear CLE conference held in the spring, a one-day CLE in the fall, and free one-hour CLEs at each of the quarterly section meetings. *Annual dues: \$35. Current membership: 789.*

Family Law: The section represents the interests of legal professionals practicing family law. The section: (1) is highly active on proposed legislation affecting the practice of Washington family law and family law lawyers; (2) provides a members-only list serve to share insights, ask questions, and develop skills and a website which contains Quick cites, an invaluable resource for family law attorneys; and (3) hosts an annual midyear meeting and seminar including ethics and detailed family law topics. The section has also sponsored an annual skills training institute for new lawyers and those new to family law. *Annual dues: \$35. Current membership: 1014.*

Health Law: The section focuses on the business of healthcare, including state and federal reform, fraud and abuse, antitrust, new modes of healthcare delivery, insurance, and other issues. Section CLEs offer a forum for both formal and informal discussion. *Annual dues: \$20. Current membership: 382.*

Indian Law: The section provides a forum for practitioners representing clients with diverse interests affected by Indian law to learn more about this area. Federal, tribal, and state laws; executive and administrative actions; and court decisions provide a complex and rapidly evolving array of law which affect legal services provided by practitioners. The section schedules one or more CLEs each year which provide a forum to learn more about Indian law. *Annual dues: \$25. Current membership: 329.*

Intellectual Property: The section addresses patents, trademarks, copyrights, trade secrets, and related matters. The section publishes a newsletter; sponsors CLEs, including the annual Intellectual Property Institute; and members meet with students attending the state's three law schools throughout the year. *Annual dues: \$25. Current membership: 870.*

International Practice: Section members have a wide variety of backgrounds, from those simply interested in the practice area to part-time and full-time practitioners representing government, business, foreign lawyers, and academia. Member benefits include a website, annual receptions for foreign lawyers and law students, forums, and several Mini-CLEs throughout the year. The section also sponsors the Huneke Fellowship designed to provide real-world experience and financial assistance to a law student interested in the international practice of law. The section also published the popular *Doing Business in Washington State: A Guide for Foreign Business and Investment*. *Annual dues: \$40. Current membership: 227.*

Juvenile Law: The section provides a forum to discuss issues of concern and act as an agent of change to improve the law and practice related to civil and criminal matters involving children and youth in Washington. The section welcomes advocates from all interested disciplines and a variety of fields of law, including juvenile justice, child welfare, and those who represent youth in civil legal practice. The section sponsors an annual CLE each fall focusing on current developments in the area of juvenile law. *Annual dues: \$35. Current membership: 159.*

Labor and Employment Law: The section develops programs for labor and employment law legal professionals, which provide a forum to exchange ideas in areas of mutual interest. Member benefits include an annual CLE conference as well as several section sponsored Mini-CLEs throughout the state. The section funds a labor and employment law summer work internship for a student at each of the three Washington law schools. Members of the section also meet with law students throughout the year. *Annual dues: \$30. Current membership: 995.*

Legal Assistance to Military Personnel (LAMP): The section promotes the goals of the WSBA with respect to military affairs, including providing information on matters affecting military lawyers, both

active duty and reserve. CLE offerings foster the ability of the membership to provide adequate legal representation for military personnel and their dependents. The section can play a significant role as a liaison between the WSBA and the Armed Forces of the United States in order to better serve the legal needs of military personnel. *Annual dues: \$35. Current membership: 76.*

Lesbian, Gay, Bisexual, Transgender Law: The section seeks to support understanding among WSBA members of the legal needs of lesbian, gay, bisexual, and transgendered (LGBT) residents of Washington state; assist LGBT residents and those who represent them; better understand how their legal needs can be met; support research, education, and collaboration by section members on issues of sexual orientation and gender identification; promote the study of LGBT law and report on changing law and regulations as they affect LGBT individuals and communities; assist in legislative work undertaken within the scope of GR 12; and act as a liaison between the WSBA, the Board of Governors, LGBT organizations, and the public. *Annual dues: \$30. Current membership: 102.*

Litigation: The section is involved in a wide range of activities to serve the interests of those who litigate matters in the superior or federal courts, including review and formal input in legislative matters, as well as consultation and comment on procedural rules, ethics issues and policy matters. Member benefits include a newsletter, annual CLE, as well as outreach to all three Washington law schools. The section's leadership meets annually with the State Supreme Court. The section published the *Washington Trial Evidence Manual* and is instrumental in the production of the *Washington Civil Procedure Deskbook*. *Annual dues: \$30. Current membership: 1019.*

Low Bono: The section develops and provides resources for legal professionals, regardless of field area or practice, who are dedicated and committed to providing low bono legal services, defined as legal and law-related services provided with the intent to increase accessibility of legal services for people of moderate financial means. The section provides a forum and opportunity for education, training, and sharing of forms, practice tips, client counseling techniques, alternative forms of conflict resolution, and other resources to and among members of the Section. *Annual dues: \$30. Current membership: 75.*

Real Property, Probate and Trust: The WSBA's largest section is composed of legal professionals whose practices span the areas of real property, trusts, and estates. The section annually sponsors several CLEs in each discipline as well as hosts an annual midyear meeting with both joint and concurrent presentations. The section produces a quarterly newsletter with in-depth articles on recent developments, pending legislation, and case law updates. A substantial website and list serve for each discipline provide numerous resources and current information. The section has an active history of significant legislative involvement. *Annual dues: \$25. Current membership: 2271.*

Senior Lawyers: The section sponsors an annual meeting CLE and social activities geared toward special interests, such as ethics, technology, retirement strategies, travel, and tax information. The section produces a quarterly newsletter. The section is geared towards those who have practiced in any jurisdiction for 25 years or more or who are 55 years of age and older, although section membership is open to all. *Annual dues: \$25. Current membership: 241.*

Solo and Small Practice: The section benefits solo and small firm practitioners in areas such as effective firm management and "best practices" strategies in providing legal services. The section sponsors frequent mini-CLEs on a variety of current topics and is a co-sponsor of the WSBA's annual Solo and Small Firm Conference. Member benefits include an active list serve and online resources. *Annual dues: \$35. Current membership: 874.*

Taxation: The section provides current information on federal and state tax issues that directly affect practitioners in Washington, and provides new attorneys with an interest in tax law an opportunity to meet and discuss mutual areas of concern with established practitioners. The section assists in proposing and commenting on legislation and administrative rules affecting federal and state tax

practice. Through its website, the section provides practical, up-to-date information. Each year at their annual member luncheon, a scholarship is awarded to a graduate student in tax law. *Annual dues: \$30. Current membership: 621.*

World Peace Through Law: The section focuses on international affairs and issues of war and peace. The section sponsors periodic mini-CLEs which address current global issues. *Annual dues: \$30. Current membership: 98.*

**Reflects annual dues amounts as of July 3, 2018. Annual dues are subject to change.*

***Reflects the current membership numbers as of June 3, 2019.*

Minority Bar Associations of Washington

For complete up-to-date information about minority bar associations, see the WSBA website at

<https://www.wsba.org/connect-serve/other-bars/minority-bar-associations>

Specialty Bar Associations

For complete up-to-date information about specialty bar associations, see the WSBA website at

<https://www.wsba.org/connect-serve/other-bars/specialty-bars>

County Bar Associations

For complete up-to-date information about county bar associations, see the WSBA website at

www.wsba.org/legal-community/county-bar-associations

WSBA Appointments to Outside Organizations

ABA House of Delegates	6 WSBA Representatives 1 WA Young Lawyer Representative 1 WSBA Alternate Representative
Board for Judicial Administration's Public Trust & Confidence Committee	2 WSBA Representatives
Certified Professional Guardian Board	2 WSBA Representatives
Commission on Judicial Conduct	2 WSBA Representatives 2 Alternate Representatives
Council on Public Legal Education	2 WSBA Representatives
Court of Limited Jurisdiction CMS CUWG (one-time appointment for a specific project, ends in 2019)	1 WSBA Representative
Judicial Information Systems Committee	1 WSBA Representative
Legal Foundation of Washington Board	3 WSBA Representatives
Northwest Justice Project Board	9 Directors
Office of Civil Legal Aid Oversight Committee	1 WSBA Representative
Office of Public Defense Advisory Committee	1 WSBA Representative
Statute Law Committee	1 WSBA Representative
Supreme Court Ethics Advisory Committee	1 WSBA Representative
Washington Court Reports Commission	2 WSBA Representatives
Washington Leadership Institute (WLI) (partnership with UW School of Law)	2 WSBA Representatives (President – ex officio & BOG member appointed by President)
Washington Pattern Forms Committee	1 WSBA Representative
Washington Pattern Jury Instructions Committee	2 WSBA Representatives

WSBA Entity Chairs and Liaisons: Roles and Responsibilities

This document applies to committees and councils created by the WSBA Board of Governors, Supreme Court boards administered by the WSBA, and WSBA regulatory boards created by Supreme Court rule. Any court or WSBA rule, order or directive pertaining to a specific committee or board that is inconsistent with this document supersedes the below. Note that "board" refers to entities performing regulatory functions and "committee" denotes entities performing professional association duties. In this document, the term "entity" is used to refer to both committees and boards.

Guiding Principles:

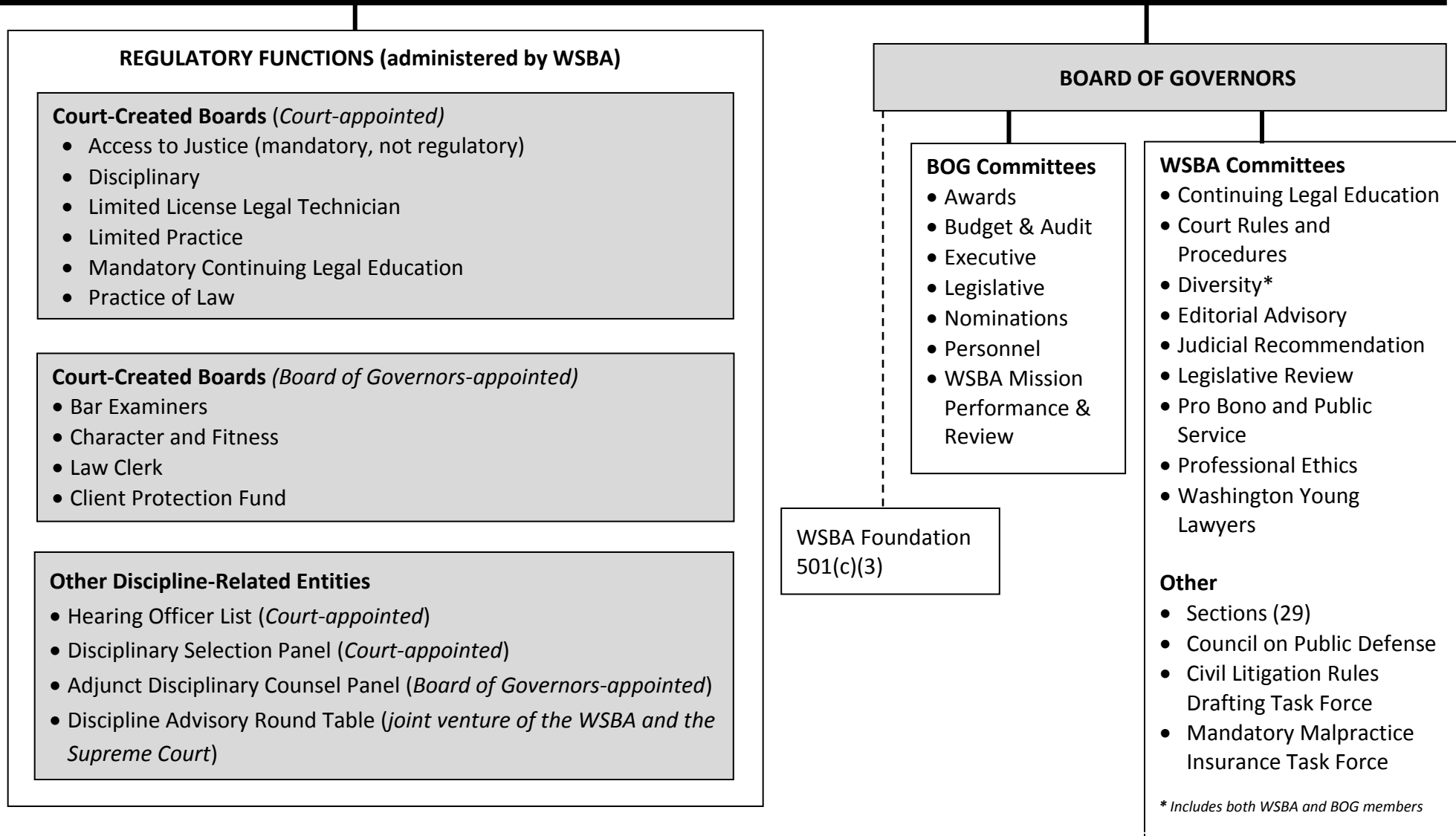
- Volunteers and staff work in partnership to further the mission of WSBA
- We leverage the unique experiences, knowledge and contributions of staff and volunteers
- Volunteers are central and important to accomplishing our shared goals
- Staff and volunteers share mutual respect

	Chair	Staff liaison(s) ¹	Board of Governors liaison
Onboarding new members	<p>Collaborate with staff liaison to develop a new member orientation. Chair's focus is the entity's history, goals, work in process, and the entity's culture.</p> <p>Check in with new members periodically to monitor engagement and comprehension.</p>	<p>Collaborate with chair to develop a new member orientation. Staff liaison's focus is WSBA policies and procedures, entity's history and functions, Supreme Court rules, and WSBA's broader mission.</p>	<p>Participate in any new member orientation, both to learn the work of the entity and to share the work of the Board of Governors.</p>
Entity management	<p>Lead the entity to pursue its goals (as approved by the Board of Governors or the Supreme Court) by establishing subcommittees, timelines, project plans, etc.</p> <p>Help the entity refocus if changes to goals are needed, and lead entity to develop goals for following year.</p> <p>Set expectations for the entity at the start of the year and maintain expectations throughout the year regarding culture of the entity, following through on work, etc.</p> <p>Ensure that entity work is accomplished between meetings (check that tasks are being completed, nudge project and subcommittee volunteers as needed, identify if other resources are needed to</p>	<p>Advise the chair and entity on developing their goals to ensure they are consistent with the WSBA mission, priorities and commitments, and/or directives from the Supreme Court.</p> <p>Develop and manage the corresponding budget. The staff liaison is responsible for ensuring WSBA funds are spent appropriately and efficiently.</p> <p>Provide expertise as appropriate and advise the entity on WSBA policies and procedures and Supreme Court rules (e.g., GR 12, legislative/court rule commenting, open meetings).</p> <p>Connect the entity to WSBA resources</p>	<p>Be familiar with the work of the entity by reading meeting minutes and attending meetings when available to do so.</p> <p>Inform the entity of Board of Governors decisions or discussions that impact the entity's work.</p> <p>In concert with the staff liaison, bring the entity's attention to WSBA policies that are relevant to the entity's work.</p>

¹ Some entities have multiple staff liaisons, or the staff liaison may delegate some of the duties listed here to other WSBA staff.

	<p>complete a project).</p> <p>Draft documents and other entity work product (also see “Reporting” below).</p>	<p>and departments, as needed, to fulfill entity goals. Ensure that the chair has access to WSBA information/resources that are helpful in strengthening their leadership of the entity.</p> <p>Ensure administrative support including meeting scheduling and logistics; roster, web page and email list maintenance; and expense report processing.</p>	
Meeting management	<p>Collaborate with staff liaison to develop meeting agendas and materials.</p> <p>Facilitate meeting discussions, keeping them on track and on time and ensuring full participation of entity members. Identify a member to serve as back-up chair in the chair’s absence.</p>	<p>Collaborate with chair to develop meeting agendas and materials. Manage and track ongoing and potential agenda items. Distribute meeting notices, agenda, materials and other communication needed by the entity in a timely manner.</p> <p>Take meeting minutes.</p>	
Succession planning	<p>Actively participate in new member recruitment (identify needs of the entity, brainstorm outreach efforts).</p> <p>Participate in nomination team (along with staff liaison and Board of Governors liaison) to propose new entity members for appointment. At the end of their term as chair, meet with new chair to discuss scope of the role and work in progress.</p>	<p>Oversee logistics of entity recruitment and appointment processes, ensuring WSBA procedures and Supreme Court rules are followed and deadlines met.</p> <p>Participate in nomination team (along with chair and Board of Governors liaison) to propose new entity members for appointment. Provide guidance regarding WSBA's commitment to diversity and inclusion.</p> <p>Advise WSBA president-elect on recruitment and selection of new entity chair. (Does not apply to Supreme Court boards.)</p>	<p>Assist with outreach and recruitment efforts to identify potential new entity members.</p> <p>Participate in nomination team (along with chair and staff liaison) to propose new entity members for appointment.</p>
Reporting	<p>Represent the entity (or identify who will) at Board of Governors meetings when the entity has an item on the agenda, and/or at meetings with the Supreme Court.</p> <p>Collaborate with staff liaison to draft the entity’s annual report to the WSBA Board of Governors and any other reports.</p>	<p>Collaborate with the chair to draft the entity's reports.</p>	<p>Serve as an information conduit between Board of Governors and the entity.</p> <p>Assist the entity in preparing for presentations to the Board of Governors, taking into consideration anticipated questions from the Board and setting expectations.</p>

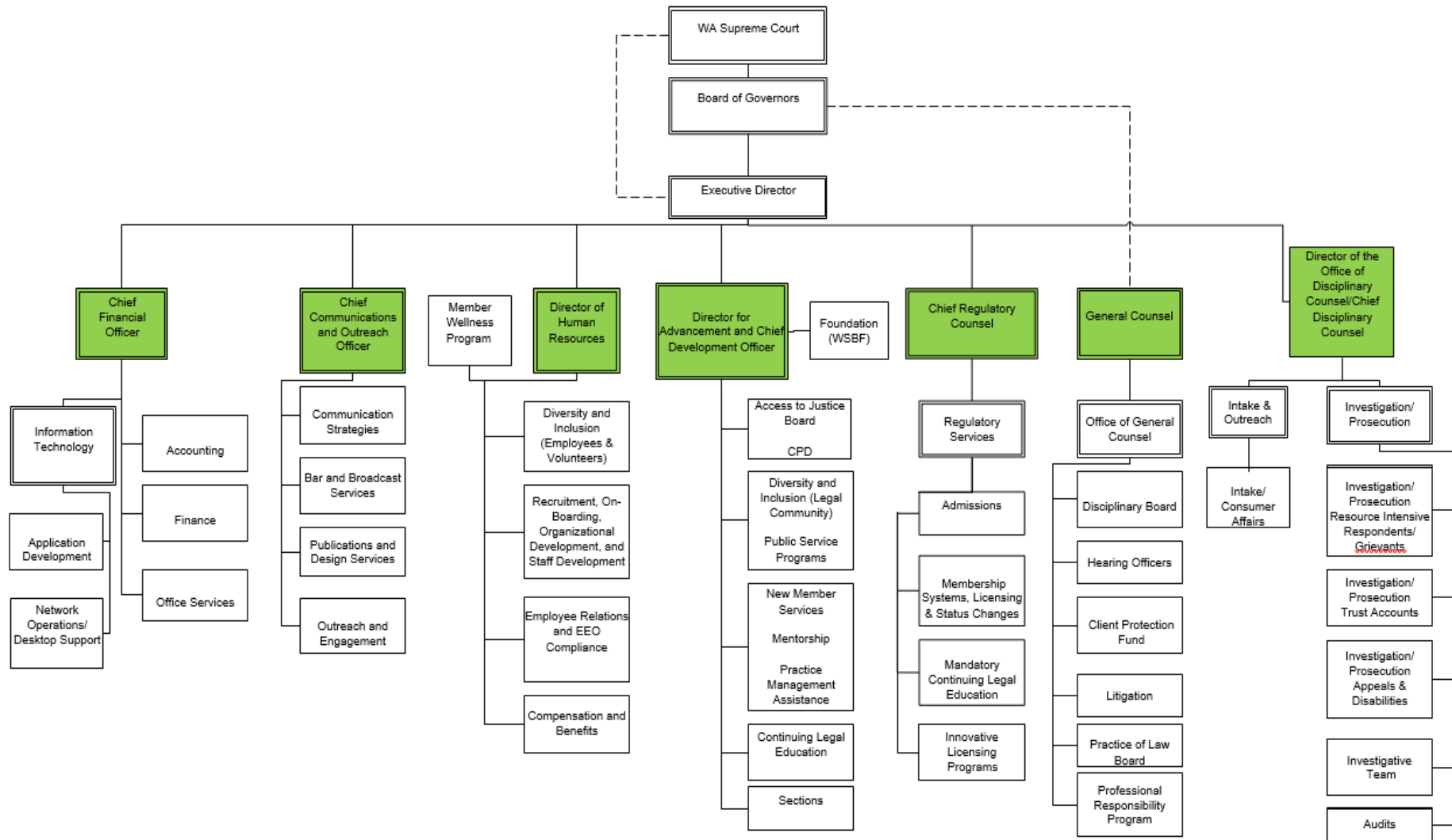
WASHINGTON SUPREME COURT



Entity Chart

WSBA operates under the delegated authority of the Washington Supreme Court to license the state's nearly 40,000 legal professionals

Washington State Bar Association
Functional Organizational Chart
 2019



Regulatory Services Department
Chief Regulatory Counsel and Department Director, Jean K. McElroy
Ph: (206) 727-8277; Fax: (206) 727-8313; jeanm@wsba.org

Functions:

- Admissions – Includes all member types admitted by Exam, Admission by Motion or UBE Score Transfer; also Licensed Legal Interns (APR 9), other limited licenses for lawyers (APR 8), and Foreign Law Consultants (APR 14)
- License Renewal (for all WSBA members and for non-member lawyers) - Includes renewal processes and administrative suspensions for non-compliance with licensing requirements
- Mandatory Continuing Legal Education (MCLE) - Includes accrediting educational activities and ensuring compliance by members
- Membership/Systems – Includes database maintenance, member contact information and member directory profile; certificates of good standing; mailing lists; statistics; bar cards; and changes to members' status or membership with the WSBA
- Law Clerk program (APR 6) – Includes work with Board to oversee and administer this alternative educational path for becoming a lawyer
- Limited Practice Officers (LPOs) (APR 12) – Includes work with Limited Practice Board to oversee all aspects of this limited license to practice law in closing transactions
- Limited License Legal Technicians (LLLTs) (APR 28) – Includes work with LLLT Board to oversee all aspects of this limited license to practice law in designated areas of law

Regulatory Boards, operated pursuant to court rule, members appointed and Boards administered by WSBA:

Board of Bar Examiners – grades the written essay and performance portions of the Uniform Bar Exam for lawyers; prepares and updates Washington Law Component online materials and exam.

Character and Fitness Board – conducts hearings regarding applicants' character and fitness to practice law, for admission, licensing or membership changes; writes opinions conveying findings and recommendations for review and final action by the Washington Supreme Court. Note: Public members appointed by Supreme Court.

Law Clerk Board – develops policies, interviews applicants, law clerks and tutors, oversees law clerks' progress in program, and tracks completion of program requirements.

Supreme Court Boards, operated pursuant to court rule, members appointed by Supreme Court, Boards administered by WSBA:

Limited License Legal Technician Board – develops and sets policies for education, areas and scope of practice, RPCs for LLLTs, and admission and licensing requirements for LLLTs.

Limited Practice Board– develops and sets policies for education, areas and scope of practice, RPCs for LPOs, and admission and licensing requirements for LPOs.

MCLE Board– oversees MCLE compliance and accreditation of activities, sets policies, reviews issues related to accreditation of CLE activities and requests for waivers of requirements, and conducts hearings into such matters when required.

When will you hear from RSD at BOG meetings?

- Rules or regulations that apply to any of the above-named Boards need to be amended
- Recommendations are made for a change in the fees or charges for the functions above
- Recommendations are made for changes in some membership types, statuses, or licensing requirements

- Recommendations made by the Law Clerk Board for termination of participation in the program, or appeals taken from some other decisions made by the Law Clerk Board
- Serious issues arising in connection with a previously administered exam (information only)

What don't you need to be concerned about/what should you pass on to RSD or to Jean?

- Whether applicants pass or fail any specific admissions exam – the BOG is not involved in preparing, reviewing, or scoring exams, or considering appeals from exam scores
- Whether applicants can establish good moral character and fitness to practice – the Washington Supreme Court decide this when the person actually applies for admission (never in advance of receiving an application for admission)
- Waivers of any MCLE credits, fees or requirements – the MCLE Board and the Supreme Court decide this
- Whether members should be suspended for non-compliance of some type – the Supreme Court makes the final determination regarding all license suspensions

When do Jean or other RSD staff communicate directly with the Supreme Court?

- Recommendations for admission, licensing, and membership changes
- Reviews and appeals from Character and Fitness hearings, admissions, and exam waiver decisions
- LPO matters
- LLLT matters
- Data transfers to AOC from WSBA membership database, and issues relating to corrections of information in the WSBA or Court member database
- Issues relating to administrative processes tied to the above, including administrative suspensions and terminations of limited licenses

Office of Disciplinary Counsel
Reports to: Douglas Ende
Phone: 206.733.5917 Fax: 206.727.8325 Email: douge@wsba.org

Functions:

- Consumer Affairs – Responds to member and public inquiries about lawyers and the lawyer discipline system.
- Intake – Reviews and makes initial disposition decisions on written grievances against lawyers.
- Investigation – Conducts investigations of grievance allegations in matters referred from intake.
- Prosecution – Handles hearings and appeals of public disciplinary matters, including interim suspensions and reciprocal discipline cases.
- Disability – Investigates and represents WSBA at hearings in matters of alleged lack of capacity to practice law.
- Diversion & Probation – Supervises programs involving oversight of compliance with conditions of probation orders and diversion contracts.

Committees/Boards/Panels:

Adjunct Disciplinary Counsel (ADC) Panel – Panel of lawyers who have volunteered to assist discipline system on as-needed basis.

When will you hear from ODC at BOG meetings?

- A discipline report depicting key discipline system indicators is prepared by Chief Disciplinary Counsel on a quarterly basis.
- When disciplinary information about a member is needed for the BOG to carry out its duties or to make an informed decision (e.g., appointments, some elections)
- When the BOG considers suggested amendments to the Rules for Enforcement of Lawyer Conduct, the Rules of Professional Conduct, and occasionally other rules affecting legal ethics and/or the discipline system.
- Chief Disciplinary Counsel recommends (through the BOG Nominations Committee) appointees to the Adjunct Disciplinary Counsel Panel.
- Other matters affecting regulation of the practice of law.

What is the BOG's role in ensuring success of this work/What does the BOG not get involved with?

- The BOG, through the Executive Director, provides administrative and managerial support to enable the Office of Disciplinary Counsel and other discipline-system staff and appointees to perform required functions and to ensure the system is operating consistently with the provisions of General Rule 12.1.
- The BOG reviews suggested amendments to the Rules for Enforcement of Lawyer Conduct and Rules of Professional Conduct to be submitted for consideration by the Washington Supreme Court.
- The BOG does not have right or responsibility to review or influence decisions or recommendations in individual discipline/disability cases.

- The BOG does not adopt disciplinary policies that constrain or alter the discretion of disciplinary counsel or other constituents of the discipline system with respect to the handling of individual matters.
- Inquiries or complaints about the handling of particular grievances or cases (from lawyers or grievants) should immediately be referred to the Chief Disciplinary Counsel and/or WSBA General Counsel and should not be responded to directly.

When do Chief Disciplinary Counsel or ODC staff communicate directly with the Supreme Court?

- In the ordinary course of handling appellate and other public proceedings pending before the Court, including appeals of suspension and disbarment recommendations, petitions for review of Disciplinary Board recommendations and decisions, reciprocal discipline matters, and interim suspension petitions.
- Responding to inquiries from the Court in the exercise of its inherent power to dispose of individual cases of lawyer discipline and disability (e.g., an individual's complaint about dismissal of a grievance).
- Issues relating to administrative processes that arise under the Rules for Enforcement of Lawyer Conduct.
- Periodic submission of technical amendments to the Rules for Enforcement of Lawyer Conduct.
- Conferring with the Chair of the Disciplinary Advisory Round Table (DART) concerning DART processes and issues.
- Providing information about regulatory processes, policies, and procedures upon request of the Court.
- Commenting about proposed court rules affecting the regulation of the practice of law.

Advancement Department
Director: Kevin Plachy, Interim Director of Advancement
Phone: 206.727.8203 Email: kevinp@wsba.org

Functions:

- Access to Justice
- Diversity and Inclusion Programs (externally facing)
- Public Service Programs
- Continuing Legal Education
- New Member Programs and Education
- Practice Management Assistance
- Member Benefits Administration
- Mentorship
- Sections Administration

Committees, Board, Panels:

Access to Justice Board – Supreme Court created board and its committees coordinate and promote civil legal aid and access to the justice system for vulnerable populations

Council on Public Defense – addresses statewide policy issues and rules regarding the quality of indigent criminal defense services

CLE Committee – advises the WSBA CLE team on seminar topics, trends, and quality

Pro Bono and Public Service Committee – works to enhance a culture of legal service by promoting opportunities and best practices that encourage WSBA members to engage in pro bono and public service with a particular focus on services to people with low or moderate income

Diversity Committee – promotes historically underrepresented groups to enter, remain, thrive, and lead in the profession of law through collaborative relationships and community building activities that highlight the numerous societal benefits of a diverse law profession

Washington Young Lawyer Committee – helps to connect new and young lawyers to resources, support, and information

When will you hear from Advancement at BOG meetings?

- Proposed rules and recommendations from the above committees and boards
- Periodic reports regarding WSBA recent and current strategic goals, including progress toward enhancing the culture of service and achieving the objects set forth in the WSBA Diversity and Inclusion Plan
- Requests or recommendations regarding significant changes to the direction or delivery of programs within the Department

What is the BOG's role in ensuring success of this work?

- Answer policy questions
- Help members understand the ways in which this work is a resource to them
- Provide strategic direction and clarity to the entities that support this work

Washington State Bar Foundation
Contact: Laura Sanford, Foundation Development Officer
Phone: 206.239.2137 Email: lauras@wsba.org

Functions:

Fundraising to support WSBA's diversity & inclusion, public service, and access to justice efforts with non-license-fee revenue

Committees, Board, Panels:

The **Washington State Bar Foundation** is a separately incorporated public charity that operates as the fundraising arm of the Washington State Bar Association

When will you hear from the Foundation at BOG meetings?

- Requests to appoint the Foundation's Board of Trustees and to approve changes to the Foundation's bylaws
- Annual report on the Foundation's overall progress
- Treasurer's report on the Foundation's finances

What is the BOG's role in ensuring success of this work?

- Every member of the Board of Governors is a member of the Foundation and is encouraged to make a personally meaningful annual gift of support to the Foundation
- Helps WSBA members understand that the Foundation provides them a channel for voluntarily supporting WSBA's diversity & inclusion, public service, and access to justice efforts

Communications and Outreach Department
Reports to: Sara Niegowski, Chief Communications & Outreach Officer
Phone: 206.733.5930 Email: saran@wsba.org

Functions:

- Communication Strategies– member, public and staff communications, including Take Note e-newsletter, NWSidebar blog, and social-media channels; media relations; PR; branding; and CLE marketing
- Legal Community Outreach – outreach to local, county, and specialty bars; runs ongoing perception survey and organizes Listening Tours
- Publications and Online Store (CLE) – *NWLawyer*, Deskbooks, E-Commerce website for all CLE products
- Webcasting and Video Production Services – webcasting of CLE seminars, as well as other educational and WSBA-hosted events and meetings
- Conference Facilities – WSBA Conference Center and WSBA conference rooms
- Production – printing, binding, mail services
- Service Center – high-touch customer service, includes front desk and two service reps
- Legislative Affairs – advocates for Bar positions in the Legislature relating to the practice of law and the administration of justice, as well as tracks and provides input on legislation introduced by others
- Committee and board support: organize and run (non-section) elections; volunteer recruitment, application, and appointment processes; and volunteer logistics
- APEX: Plan and execute annual awards event

WSBA Committees, Board, Panels staffed by Communications:

Editorial Advisory Committee – acts mainly in an advisory capacity for the *NWLawyer* publication, providing input into the editorial calendar, and the establishment of guidelines for content, and editorial policy.

Judicial Recommendation Committee – screens and interviews candidates for state Court of Appeals and Supreme Court positions. Recommendations are reviewed by the WSBA Board of Governors and

Legislative Committee –reviews proposed legislation from Sections, determining whether to recommend it to the Governors to adopt as part of its annual legislative agenda.

Board of Governors Nominations Committee – considers and makes recommendations to the full Board of Governors for appointments to WSBA entities, Supreme Court Boards, and external appointments.

Board of Governors Awards Committee - solicits award nominations, reviews nominations, and makes recommendations to the BOG for the annual WSBA awards program (APEX Awards). Awards are presented at the awards dinner, typically held in late September.

Board of Governors Committee on Mission Performance and Review - ensures WSBA's committees continue to do the work of the BOG, as directed by the BOG, consistent with our mission, guiding principles and strategic goals; makes sure WSBA's regulatory boards are fulfilling their Supreme Court mandates and any other issues the BOG may have asked them to explore; and monitors the ongoing activities of the Supreme Court-created boards administered by WSBA, consistent with their charges from the Court.

When will you hear from Communications at board meetings?

- Legislative updates/reports – proposed WSBA bills prior to session, ongoing updates leading up to and during the legislative session
- Committee nominations, appointments, any proposed process changes
- Award program nominations, any recommended changes to the program or awards presented
- Updates on significant changes/proposals involving communications to the members and/or public
- Judicial recommendations
- Topics and events that warrant careful and united messaging to the public and members
- Regular reports about WSBA member engagement and feedback, including quarterly survey results

What is the board's role in ensuring success of this work?

- Serve as an ambassador for the Bar. Be responsive to member questions, feedback. Support outreach opportunities with local/county bars by participating in scheduled meetings/events when available.
- Share member input/feedback regarding perception of the bar, bar communications, bar services, etc.
- Keep apprised and well informed of WSBA's legislative involvement and WSBA-backed bills
- With support from Communications staff, communicate regularly with members in your district

Office of General Counsel
General Counsel Julie Shankland
(206) 727-8280; julies@wsba.org

Functions:

- Legal Advice and Litigation – Provide legal advice and representation (or oversight of representation by outside counsel) for the organization, Board of Governors, Executive Director, and staff in cases involving work for WSBA.
- Disciplinary Board – Provide counsel to the Board and provide a Clerk to the Disciplinary Board regarding conduct of reviews and appeal hearings in discipline matters and maintenance of public files regarding discipline matters.
- Hearing Officers – Provide training and administrative support for disciplinary system hearing officers and Chief Hearing Officer.
- Conflict Review Officers – Provide training and administrative support for disciplinary system conflict review officers, who review and resolve grievances filed against Office of Disciplinary Counsel, WSBA staff lawyers or others for whom a conflict would exist for ODC.
- Ethics Line/Professional Responsibility Program – Provide ethics advice to members, speak at CLE programs, and write articles regarding professional responsibility/ethics topics.
- Client Protection Board – Review and investigate requests for reimbursement of losses due to the dishonest taking of, or failure to account for, client funds; recommend and/or grant reimbursement as appropriate.
- Practice of Law Board – Administer Board consistent with GR 12.3. Board educates public about how to receive competent legal assistance; considers and recommends to the Supreme Court new avenues for currently unlicensed/unauthorized persons to provide legal and law-related services that might otherwise constitute the practice of law; may receive and refer unauthorized practice of law complaints.
- Records Requests – Consistent with GR 12.4, respond to public records request as appropriate and necessary.
- Contract Review – Advise on contract provisions and prepare and research contract templates.
- Various Panels, Roundtables, Task Forces and Committees – Provide staffing and support for Panels, Roundtables, Task Forces and Committees as requested by the Board of Governors and Executive Director.

Regulatory Boards:

Disciplinary Board – Reviews disciplinary recommendations and dismissals; reviews hearing records and stipulations, recommends disciplinary outcomes in appropriate cases.

Client Protection Fund – Reviews applications for monetary gifts, and recommends or awards such gifts, to clients who were victims of a dishonest taking of, or failure to account for, client funds.

Practice of Law Board – Reviews investigations and reports regarding unauthorized practice of law; draft advisory opinions; engages in educational activities; advises the Supreme Court on practice of law issues, including identifying ways in which people who are not lawyers might be able to assist with providing legal services to members of the public.

When will you hear from OGC at BOG meetings?

- Rules, regulations or Bylaws need to be interpreted or amended
- GR 12.2 analysis, when applicable
- Section Bylaws need to be amended
- Litigation report at every BOG meeting
- Recommendations for gifts by the Client Protection Fund

- Reports by Boards, Panels, Roundtables, Committees, or Task Forces with which we work
- BOG requests for legal analysis or advice

What don't you need to be concerned about

- Whether members should be disciplined, suspended or disbarred: the Supreme Court makes the final determination regarding license suspensions and disbarments, and disciplinary matters are under the exclusive jurisdiction of the Supreme Court

What should you pass on to OGC or to Julie?

- Any contact by anyone threatening to sue the WSBA or you in your capacity as a BOG member, or who is engaged in litigation involving the WSBA – we need to hear about these to effectively represent the BOG and the WSBA, so PLEASE do not respond directly to these but do pass them on to Julie (or the OGC lawyer handling or overseeing the matter) as soon as possible

When do Julie or OGC staff communicate directly with the Supreme Court?

- Transmitting disciplinary records to the Supreme Court for review or action
- Transmitting rule or regulation amendment proposals to the Supreme Court
- Responding to claims, suits, appeals, etc. that are not specifically discipline related but are related to matters in which we represent the WSBA

Human Resources Department
Interim Director of Human Resources, Felix Neals
Reports to: Interim Executive Director, Terra Nevitt
Phone: (206)727-8222 Fax: (206)727-8321 Email: felixn@wsba.org

Functions:

- Recruitment and Retention
- Employee Relations
- Compensation and Benefits
- Diversity and Inclusion
- EEO Compliance
- Training and Development
- Performance Management

When will you hear from HR at BOG meetings?

- Executive Director Evaluation process.
- Budgeting related to compensation and benefits.
- Significant Personnel issues which are being mediated or litigated.
- Internal diversity reporting.

What is the BOG's role in ensuring success of this work?

- As the fiduciary steward for the organization, the BOG holds the responsibility for setting policy that supports staff retention and effective management of staff.
- A clear organizational mission focus allows staff to perform the necessary functions of the WSBA in the most efficient manner.
- Model the behaviors outlined in the Communication Principles and hold other accountable to these behaviors.

Member Wellness Program
Dan Crystal, Member Assistance Program Manager
Reports to: Interim Director of Human Resources, Felix Neals
Phone: (206)272-8267 Email: danc@wsba.org

Functions: Member Assistance Program (MWP) promotes the health and well-being of WSBA members through a variety of confidential support services:

- WSBA Connects is a statewide wellness benefit for all WSBA members providing assessment, treatment, and referral support to WSBA members needing help for issues related to mental illness, addiction, career management, family, care-giving, daily living, health and general work life integration for emotional well-being. Services are provided through WSBA's partnership with APS Healthcare.
- Individual consultation for mental health and addiction issues with some short term treatment and referral services.
- Group counseling for job seekers and unemployed attorneys seeking support.
- Phone consultations for attorneys concerned about other attorneys' well-being.
- Phone consultations for attorneys around career management and transition issues.
- Education and outreach on topics related to mental health, stress management, addiction, retirement planning and practice transitions, work life balance, and other issues that affect member well being.
- Diversion Program evaluations and monitoring.
- Development of Peer Advisor network and referrals to peer advisors.
- E- Newsletter and on-line resources.

When will you hear from Member Wellness Program at BOG meetings?

- Updates on new services or changes in service delivery models will be shared with the board periodically.

What is the BOG's role in ensuring success of this work?

- Awareness of services available and sharing this information with constituents in the BOG member's district.

Finance and Administration; Information Technology
Reports to: TBD, Chief Financial Officer
Phone: 206.727.8241 Fax: 206.727.8310

Functions:

Finance and Administration Department

- Accounting
- Financial reporting
- Investments
- WSBA annual budget
- WSBA annual audit
- Off-site records storage
- Furniture, fixtures, building maintenance

Information Technology Department

- Application Development: Develops and supports WSBA internet and intranet services, and WSBA's essential applications, including: the WSBA membership data system (Personify), mandatory continuing legal education tracking system (MCLE), online admissions application process (OAP), and grievance information and lawyer discipline application (GILDA).
- Network Operations: Oversees application and database servers, network services and equipment, computer workstations and peripherals, e-mail, telecommunications equipment and services, audio/visual equipment and security.

Committees, Board, Panels – Budget & Audit Committee:

- Membership: Voting members: two Governors from each class (including Treasurer, who serves as Chair); non-voting members: President, Immediate Past President, and President-Elect; *ex officio*, non-voting members: Executive Director and Chief Operations Officer; staff liaison – Associate Director of Finance.
- Responsibilities: (1) annual budget, long range planning, and license fees, (2) financial reports, (3) annual audit, (4) review of significant financial policies, (5) review of expenditures per Fiscal Responsibility Matrix.

When will you hear from Finance and Administration at BOG meetings?

- Every meeting: YTD financial statements and investment updates included as information items in meeting materials
- Annually: (1) audited financial statements/independent audit presentation (January); and (2) WSBA budget and license fees (first reading July; approval in September)
- Issue specific/as needed (e.g. cost analyses, budget amendments, disaster recovery)

What is the BOG's role in ensuring success of this work?

The Board of Governors exercises its fiduciary responsibility through its commission and review of the annual independent audit, adoption of the annual budget, and adoption of fiscal policies concerning operating reserves, investments, and decision-making matrix, which assure prudent fiscal management.

2018-2019
WSBA BOARD OF GOVERNORS MEETING SCHEDULE

MEETING DATE	LOCATION	POTENTIAL ISSUES / SOCIAL FUNCTION	AGENDA DUE	BOARD BOOK MATERIAL DEADLINE*	EXECUTIVE COMMITTEE 2:00 pm–4:00 pm* October 24, 2018 9:00 am – 11:00 am
November 16, 2018	WSBA Conference Center Seattle, WA	BOG Meeting	October 25, 2018	October 31, 2018	
January 17-18, 2019	WSBA Conference Center Seattle, WA	BOG Meeting	December 20, 2018	January 2, 2019	December 20, 2018
March 7, 2019 March 8, 2019	Hotel RL Olympia, WA Temple of Justice	BOG Meeting BOG Meeting with Supreme Court	February 14, 2019	February 20, 2019	February 14, 2019
May 16-17, 2019	Hilton Garden Inn Yakima, WA	BOG Meeting	April 25, 2019	May 1, 2019	April 25, 2019
July 25, 2019 July 26-27, 2019	Courtyard by Marriott Richland, WA	BOG Retreat BOG Meeting	June 27, 2019	July 10, 2019	June 27, 2019
September 26-27, 2019 September 26, 2019	WSBA Conference Center Seattle, WA Sheraton	BOG Meeting WSBA APEX Awards Banquet	September 5, 2019	September 11, 2019	September 5, 2019

*The Board Book Material Deadline is the final due date for submission of materials for the respective Board meeting. However, you should notify the Executive Director's office in advance of possible meeting agenda item(s).

This information can be found online at: www.wsba.org/About-WSBA/Governance/Board-Meeting-Schedule-Materials

*Unless otherwise noted.

2019-2020
WSBA BOARD OF GOVERNORS MEETING SCHEDULE

MEETING DATE	LOCATION	POTENTIAL ISSUES / SOCIAL FUNCTION	AGENDA DUE	BOARD BOOK MATERIAL DEADLINE*	EXECUTIVE COMMITTEE 2:00 pm–4:00 pm*
November 22-23, 2019	WSBA Conference Center Seattle, WA	BOG Meeting	October 28, 2019	November 6, 2019	October 28, 2019
January 16-17, 2020	WSBA Conference Center Seattle, WA	BOG Meeting	December 16, 2019	January 2, 2020	December 16, 2019
March 19-20, 2020	Hotel RL Olympia, WA	BOG Meeting	February 24, 2020	March 4, 2020	February 24, 2020
March 20, 2020	Temple of Justice	BOG Meeting with Supreme Court			
May 14-15, 2020	TBD Bellingham, WA	BOG Meeting	April 20, 2020	April 29, 2020	April 20, 2020
July 23, 2020	TBD	BOG Retreat	June 22, 2020	July 8, 2020	June 22, 2020
July 24-25, 2020	San Juan Island/ Friday Harbor	BOG Meeting			
September 17-18, 2020	WSBA Conference Center Seattle, WA	BOG Meeting	August 17, 2020	September 2, 2020	August 17, 2020
September 17, 2020	TBD	WSBA APEX Awards Banquet			

*The Board Book Material Deadline is the final due date for submission of materials for the respective Board meeting. However, you should notify the Executive Director's office in advance of possible meeting agenda item(s).

This information can be found online at: www.wsba.org/About-WSBA/Governance/Board-Meeting-Schedule-Materials

*Unless otherwise noted.



WSBA Board of Governors

CONGRESSIONAL DISTRICT MAP



Bill Pickett
President



Rajeev Majumdar
President-Elect



Open Position
Immediate Past President



Terra Nevitt
Interim Exec. Dir. & Secretary

2018-2019



Athan Papailiou
Governor At-Large

Alec Stephens
Governor At-Large

Russell Knight
Governor At-Large

NAME/ADDRESS	DISTRICT	EMAIL/TELEPHONE/FAX
PICKETT, William D. The Pickett Law Firm 917 Triple Crown Way, Suite 100 Yakima, WA 98908	President as of 03-19-18	Bill@wdpickett-law.com 509.972.1825 (o) 509.972.1826 (f)
MAJUMDAR, Rajeev D. PO Box 1258 Blaine WA 98231 (mail) 289 H Street Blaine, WA 98230	President-elect as of 05-17-18	rajeev@northwhatcomlaw.com 360.332.7000 (o) 360.332.6677 (f)
Open Position	Past-President	
BRIDGES, Dan W. (3) McGaughey Bridges Dunlap PLLC 3131 Western Avenue Seattle, WA 98121	District 9 Temporarily Removed as Treasurer 01-18-19 Reinstated as Treasurer 03-07-19	DanBOG@mcbdlaw.com 425.462.4000 (o) 425.637.9638 (f)
ANJILVEL, Sunitha (1) Anjilvel Law Group 800 Fifth Avenue, Suite 4100 Seattle, WA 98104	District 1 as of May16, 2018	sunitha@amlawseattle.com 206.922.2826 (o) 425.988.0198 (f)
CLARK, Daniel D. (1) Yakima County Prosecuting Attorney Corporate Counsel Division 128 North Second Street, Room 211 Yakima, WA 98901	District 4	DanClarkBOG@yahoo.com 509.574.1207 (o) 509.574.1201 (f)
GRABICKI, P. J. (1) Randall Danskin PS 601 West Riverside Avenue, Suite 1500 Spokane, WA 99201	District 5	pjg@randalldanskin.com 509.747.2052 (o) 509.624.2528 (f)
HIGGINSON, Carla J. (3) Higginson Beyer, PS 175 Second Street North Friday Harbor, WA 98250	District 2 as of June 25, 2018	carla@higginsonbeyer.com 360.378.2185 (o) 360.378.3935 (f)
HUNTER, Kim E. (2) 13036 SE Kent Kangley Road Kent, WA 98030	District 8	kim@khunterlaw.com 253.709.5050 (o) 253.397.3520 (f)
KANG, Jean Y. (1) Smith Freed Eberhard PC 1215 Fourth Avenue, Suite 900 Seattle, WA 98161	District 7 South	Jeankang.wsba.bog@gmail.com 206.576.7575 (o) 206.576.7580 (f)
KNIGHT, Russell (1) Smith Alling PS 1501 Dock Street Tacoma, WA 98402	At-Large (New & Young Lawyers)	rknightbog@gmail.com 253.627.1091 (o) 253.627.0123 (f)

NAME/ADDRESS	DISTRICT	EMAIL/TELEPHONE/FAX
MESERVE, Christina A. (3) Connolly Tacon & Meserve 201 Fifth Avenue SW Suite 301 Olympia, WA 98501	District 10	MeserveBOG@yahoo.com 360.943.6747 (o) 360.943.9651 (f)
PAPAILIOU, Athan P. (3) Pacifica Law Group LLP 1191 Second Avenue, Suite 2000 Seattle, WA 98101	At-Large (A)	athan.papailiou@pacificallawgroup.com 206.245.1700 (o)
SCIUCHETTI, Kyle D. (2) Miller Nash Graham & Dunn 500 Broadway Street, Suite 400 Vancouver, WA 98660-3324	District 3	kyle.s@millernash.com 360.619.7033 (o) 360.694.6413 (f)
STEPHENS, Alec (2) 5718 55th Avenue South Seattle, WA 98118	At-Large (B)	alecstephensjr@gmail.com 206.941.5690 (o)
SWEGLE, Paul (2) Observe Inc. 9416 24th Avenue NW Seattle, WA 98117	District 7 North	pswegle@gmail.com 206.300.7165
TOLLEFSON (ret.), Judge Brian (2) PO Box 7031 Tacoma, WA 98417	District 6	tollefsonBOG@outlook.com 253.389.0071
NEVITT, Terra Washington State Bar Association 1325 Fourth Avenue, Suite 600 Seattle, WA 98101	Interim Executive Director	terran@wsba.org 206.727.8282 (o) 206.727.8316 (f)
SHANKLAND, Julie Washington State Bar Association 1325 Fourth Avenue, Suite 600 Seattle, WA 98101	General Counsel	julies@wsba.org 206.727.8280 (o) 206.727.8314 (f)
SHANE, Margaret Washington State Bar Association 1325 Fourth Avenue, Suite 600 Seattle, WA 98101	Executive Assistant	margarets@wsba.org 206.727.8244 (o) 206.727.8316 (f)
Open Position	Events & Sponsorships Specialist	

WASHINGTON STATE BAR ASSOCIATION

Board of Governors 2019-2020 Public Roster

NAME/ADDRESS	DISTRICT	EMAIL/TELEPHONE/FAX
MAJUMDAR, Rajeev D. PO Box 1258 Blaine WA 98231	President	rajeev@northwhatcomlaw.com 360.332.7000 (o) 360.332.6677 (f)
SCIUCHETTI, Kyle D. (2) Miller Nash Graham & Dunn 500 Broadway Street, Suite 400 Vancouver, WA 98660-3324	President-elect	kyle.s@millernash.com 360.619.7033 (o) 360.694.6413 (f)
PICKETT, William D. The Pickett Law Firm 917 Triple Crown Way, Suite 100 Yakima, WA 98908	Immediate Past-President	Bill@wdpickett-law.com 509.972.1825 (o) 509.972.1826 (f)
TBD at July 26-27, 2019, BOG Meeting	Treasurer	
ABELL, Hunter M. (1) Williams Kastner & Gibbs PLLC Two Union Square 601 Union Street, Suite 4100 Seattle, WA 98101	At-Large (A)	habell@williamskastner.com 206.233.2885
ANJILVEL, Sunitha (1) Anjilvel Law Group 800 fifth Avenue, Suite 4100 Seattle, WA 98104	District 1	sunitha@amlawseattle.com 206.922.2826 (o) 425.988.0198 (f)
CLARK, Daniel D. (2) Yakima County Prosecuting Attorney Corporate Counsel Division 128 North Second Street, Room 211 Yakima, WA 98901	District 4	DanClarkBOG@yahoo.com 509.574.1207 (o) 509.574.1201 (f)
GRABICKI, P. J. (2) Randall Danskin PS 601 West Riverside Avenue, Suite 1500 Spokane, WA 99201	District 5	pjg@randalldanskin.com 509.747.2052 (o) 509.624.2528 (f)
HIGGINSON, Carla J. (1) Higginson Beyer, PS 175 Second Street North Friday Harbor, WA 98250	District 2	carla@higginsonbeyer.com 360.378.2185 (o) 360.378.3935 (f)
HUNTER, Kim E. (3) 13036 SE Kent Kangley Road Kent, WA 98030	District 8	kim@khunterlaw.com 253.709.5050 (o) 253.397.3520 (f)
KANG, Jean Y. (2) Smith Freed Eberhard PC 1215 Fourth Avenue, Suite 900 Seattle, WA 98161	District 7 South	Jeankang.wsba.bog@gmail.com 206.576.7575 (o) 206.576.7580 (f)

NAME/ADDRESS	DISTRICT	EMAIL/TELEPHONE/FAX
KNIGHT, Russell (2) Smith Alling PS 1501 Dock Street Tacoma, WA 98402	At-Large (New & Young Lawyers)	rknightbog@gmail.com 253.627.1091 (o) 253.627.0123 (f)
McBRIDE, Tom (1) 3246 Eastland Circle SE Olympia, WA 98501	District 10	tomamcbride@gmail.com 360.951.4123
PETERSON, Bryn (1) PO Box 1248 Mercer Island, WA 98040	District 9	bryn.peterson@brynpetersonlaw.com 206.498.3354
STEPHENS, Alec (3) 5718 55th Avenue South Seattle, WA 98118	At-Large (B)	alecstephensjr@gmail.com 206.941.5690 (o)
SWEGLE, Paul (3) Observe Inc. 9416 24th Avenue NW Seattle, WA 98117	District 7 North	pswegle@gmail.com 206.300.7165
TOLLEFSON (ret.), Judge Brian (3) PO Box 7031 Tacoma, WA 98417	District 6	tollefsonBOG@outlook.com 253.389.0071
NEVITT, Terra Washington State Bar Association 1325 Fourth Avenue, Suite 600 Seattle, WA 98101	Interim Executive Director	terran@wsba.org 206.727.8282 (o) 206.727.8316 (f)
SHANKLAND, Julie Washington State Bar Association 1325 Fourth Avenue, Suite 600 Seattle, WA 98101	General Counsel	julies@wsba.org 206.727.8280 (o) 206.727.8314 (f)
SHANE, Margaret Washington State Bar Association 1325 Fourth Avenue, Suite 600 Seattle, WA 98101	Executive Assistant	margarets@wsba.org 206.727.8244 (o) 206.727.8316 (f)
Open Position	Events & Sponsorships Specialist	

WSBA Key Contacts

Terra Nevitt

Interim Executive Director
206.727.8282
terran@wsba.org

Ann Holmes

Chief Operations Officer
206.727.8241
annah@wsba.org

Julie Shankland

General Counsel
206.727.8280
julies@wsba.org

Felix Neals

Interim Director of Human Resources
206.727.8245
felixn@wsba.org

Doug Ende

Chief Disciplinary Counsel
206.733.5917
douge@wsba.org

Kevin Plachy

Interim Director of Advancement
206.727.8203
kevinp@wsba.org

Jean McElroy

Chief Regulatory Counsel
206.727.8277
jeanm@wsba.org

Sara Niegowski

Chief Outreach and Communications Officer
206.733.5930
saran@wsba.org

Margaret Shane

Executive Assistant and BOG Liaison
206.727.8244
margarets@wsba.org



EXPENSE POLICIES

Washington State Bar Association Fiscal Policies and Procedures Manual

January 24, 2019

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

I. GENERAL EXPENSE REIMBURSEMENT POLICY

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

A. Scope

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

B. Liability

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

C. Policy Exceptions

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

D. General Guidelines for Reimbursement Requests

1. WSBA will not reimburse expenses that are reimbursed from another source.
2. WSBA will not reimburse expenses incurred by spouses, domestic partners or guests (hereafter collectively referred to as "guest" or "guests", except as identified in Section I.C above. However, WSBA will reimburse for double accommodation (as compared to a single).
3. In accordance with IRS requirements, any person seeking reimbursement from WSBA shall submit a signed, dated WSBA Expense Report, supported by detailed receipts. In the absence of a detailed receipt, up to \$75 may be reimbursed for an expense by completing an Expense Affidavit Form.

4. All WSBA Expense Report forms and receipts must be submitted within 60 days of incurring the expense; with the exception that expenses incurred in September must be submitted within 30 days after WSBA's September 30 fiscal year end (by October 30). Reimbursement requests for expenses incurred in the prior fiscal year submitted after October 30th of the following fiscal year will not be paid unless approved by the Executive Director and Chief Operations Officer.

E. Travel Expenses

1. Volunteers (updated and approved by the Board of Governors on March 8, 2018):

WSBA encourages virtual meetings whenever feasible to accomplish board, committee, task force, panel, council and section work. Reimbursement of travel expenses to board, committee, task force, council, panel and section members residing out of state to attend their meetings is limited to the approximate cost of in-state travel¹.

2. WSBA Employees:

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

F. Transportation

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

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

¹ The approximate cost of in-state travel is deemed to be the cost of traveling from the nearest Washington border. For example, a member traveling from California would be reimbursed for the lesser of either (a) the mileage from Vancouver, WA; or (b) a flight from Portland, Oregon.

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

G. Lodging/Hotel Accommodations

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

H. Meal Expenses

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

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

1. Office Expenses: Despite use of services available through the WSBA office, volunteers may occasionally use their own resources to conduct WSBA business. Where practical, volunteers are expected to absorb, without reimbursement, minor expenditures. However, to the extent that cost records are available to document specific out-of-pocket expenses, such as telephone calls and postage, reimbursement may be made. Expenses for photocopying and facsimile use will be reimbursed at rates set by the WSBA². No reimbursement will be made for office services not detailed by this policy (for example, voice mail charges, telephone connections, etc.). No reimbursement will be made for personnel costs or professional services without specific advance authorization.

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

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

II. PURCHASE OF ALCOHOL FOR BAR FUNCTIONS

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

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

III. ADDITIONAL EMPLOYEE EXPENSE POLICIES

A. Weekend Work

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

B. Transportation

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

substantial after-hours and weekend time in the office may request reimbursement for parking, subject to department director approval. Examples of such situations include the following: hearings; bar exam preparation; committee, section, or board meetings; or other projects.

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

C. Meals

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

D. Professional License Fees

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

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

E. Professional Liability Insurance

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

F. Employee Membership Dues

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

G. Employee Cell Phone Expense Reimbursement Policy

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

A. Personal Cellular Phone Reimbursement – Ongoing Basis

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

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

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

B. Personal Cellular Phone Reimbursement – Occasional Basis

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

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

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

H. Employee Parties and Celebrations

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

I. Employee Development Budget

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

IV. EXPENSE POLICIES: WSBA OFFICERS AND BOARD OF GOVERNORS

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

A. Guest Meal Expenses

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

B. Officer and Governor Attendance at Law-Related Events

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

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

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

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

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

C. Officer and Governor Travel to and Attendance at National/Regional Events (*Section C.1 updated and approved by the Board of Governors on January 18, 2019*)

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

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

1. Officer Conferences

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

2. Governor Conferences

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

V. EXPENSE POLICIES: WSBA EXECUTIVE DIRECTOR

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

A. Guest Meal Expenses

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

B. Attendance at Law-Related Events

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

C. Travel

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

D. Meals

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

E. Review of Payments to Executive Director

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

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

To expedite reimbursement, email one PDF of this form and itemized receipts to your staff liaison at wsba.org.

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

☐ **Employee**

Make check payable to (print):

Street Address, including City, State, Zip: ☐ Check if new address

E-mail:

Bar #:

Phone:

By my handwritten or typed signature below, I certify that: (1) these expenses comply with the WSBA Expense Policy; (2) I am the person or entity entitled to receive reimbursement for these expenses; and (3) these expenses have not been reimbursed by any other source.

X:

Date:

Staff Liaison:
Margaret Shane

EXPENSE REIMBURSEMENT REQUEST (Itemized receipts required. For handwritten forms use INK only.)

Expense Date:							Category Totals
Event Date:							
Event Name:							
Event Location:							
Transportation	Auto Mileage Total (\$ 0.58/mi)	miles	miles	miles	miles	miles	
	Ground Transportation, Parking, Tolls						
	Airfare (coach/economy only)						
Meals	Breakfast (up to \$12)						
	Lunch (up to \$18)						
	Dinner (up to \$36)						
Lodging (up to \$175/night; \$200/night in Seattle; + tax)							
Other Expenses (itemize):							
Totals							

**EXPENSE AFFIDAVIT REQUIRED IF DETAILED RECEIPT IS MISSING
(No more than \$75 may be reimbursed without itemized receipt)**

By my handwritten or typed signature below, I certify that I incurred the following cost(s) and that I am not seeking reimbursement for alcohol:

Name of Vendor:

Date of Purchase:

Item(s) Description:

Amount Paid: \$

Brief Description of why there is no itemized receipt:

Signature of Purchaser:

Date:

SUMMARY OF WSBA EXPENSE POLICY

GENERAL PRINCIPLE

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

REIMBURSABLE EXPENSES

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

Meetings: WSBA encourages virtual meetings whenever feasible to accomplish committee, task force, panel, council and section work. Reimbursement of travel expenses to board, committee, task force, council, panel, and section members residing out of state to attend their meetings is limited to the approximate cost of in-state travel.

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

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

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

Meals: WSBA will reimburse meal expenses (including gratuity), up to the amounts noted on the front page of this Expense Report. In the event of lost receipts, WSBA will reimburse the lower of these rates or the federal per diem rate for the location in which the meal expense was incurred (see www.gsa.gov/perdiem). All-day travelers may reallocate per-meal allowances (e.g., spend more on lunch; less on dinner). Identify all individuals included in a meal reimbursement request.

Note: Alcohol will not be reimbursed and must be segregated from meal expenses.

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

FOR WSBA USE ONLY – DO NOT WRITE BELOW THIS LINE					
Submitted by:			Date:		
Approved by:		Date:	Rush approval:		Date:
ACCOUNT NAME	ACCOUNT #	DEPT.	JOB CODE	BAR #	AMOUNT
Date Rec'd in AP		Vendor #			Total:

BOARD OF GOVERNORS MEETING MINUTES

In order to bring yourself up to date on recent discussions and actions by the Board of Governors (BOG), we strongly encourage you to review at least the last six months of BOG Minutes.

BOG Public Session Minutes can be found at <https://www.wsba.org/about-wsba/who-we-are/board-of-governors>. Scroll down the page and click on “Archived Meeting Materials and Minutes” on the right-hand side of the screen.

ACRONYM INDEX

Updated 06-19-19

ABA	American Bar Association
ACLEA	Association for Continuing Legal Education
ADC	Adjunct Disciplinary Counsel
AOC	Administrative Office of the Courts
A/P	Accounts Payable
APR	Admission and Practice Rules
APRL	Association of Professional Responsibility Lawyers
A/R	Accounts Receivable
ATJ	Access to Justice
ATJ Board	Access to Justice Board
AV	Audio Visual (equipment)
B&A	Budget & Audit Committee
BJA	Board for Judicial Administration
BOBE	Board of Bar Examiners
BOG	Board of Governors
BOT	Board of Trustees
C&F	Character & Fitness
CPE	Committee on Professional Ethics
CPF	Client Protection Fund
CJC	Code of Judicial Conduct or Commission on Judicial Conduct
CLE	Continuing Legal Education
CLEAR	Coordinated Legal Education, Advice, and Referral system (Northwest Justice Project intake line)
CLS	Columbia Legal Services (statewide legal services provider, receives non-LSC funds)
CMPR	Committee on Mission Performance and Review
CPE	Committee on Professional Ethics
CRO	Conflicts Review Officer
D-BOARD	Disciplinary Board
DMCJA	District & Municipal Court Judges' Association
DRS	Department of Retirement Systems
EAC	Editorial Advisory Committee
ED	Executive Director
EJC	Equal Justice Coalition
ELC	Rules for Enforcement of Lawyer Conduct
GAL	Guardian ad Litem
GR	General Rules
IOLTA	Interest on Lawyers Trust Accounts
JIS	Judicial Information System
JRC	Judicial Recommendation Committee
KCBA	King County Bar Association
KCBF	King County Bar Foundation
LAP	Lawyers Assistance Program
LAW Fund	Legal Aid for Washington Fund
LBAW	Latina/o Bar Association of Washington
LFW	Legal Foundation of Washington

LLLT	Limited License Legal Technician
LLTRPC	Limited License Legal Technician Rules of Professional Conduct
LMBA	Loren Miller Bar Association
LOMAP	Law Office Management Assistance Program
LPO	Limited Practice Officer
LPORPC	Limited Practice Officer Rules of Professional Conduct
LRAP	Loan Repayment Assistance Program
LSC	Legal Services Corporation
MBE	Multi-State Bar Exam
MCLE	Mandatory Continuing Legal Education
MPRE	Multi-State Professional Responsibility Exam
NABE	National Association of Bar Executives
NBA	National Bar Association
NCBE	National Conference of Bar Examiners
NCBP	National Conference of Bar Presidents
NJP	Northwest Justice Project (statewide legal services provider, receives LSC funding)
NLADA	National Legal Aid and Defender Association
NOBC	National Organization of Bar Counsel
NWIRP	Northwest Immigrant Rights Project
OAHA	Office of Administrative Hearings
ODC	Office of Disciplinary Counsel
OED	Office of the Executive Director
OGC	Office of General Counsel
PBPSC	Pro Bono and Public Service Committee
PLE	Public Legal Education
POLB	Practice of Law Board
RPC	Rules of Professional Conduct (now Ethics & Professional Conduct Advisory Committee (EPCAC))
RPPT	Real Property, Probate & Trust
SCJA	Superior Court Judges' Association
SDC	Special Disciplinary Counsel
SPC	Strategic Planning Committee
UBE	Uniform Bar Exam
VLS or VLP	Volunteer Lawyer Services (or Program)
WACDL	Washington Association of Criminal Defense Lawyers
WAPA	Washington Association of Prosecuting Attorneys
WDTL	Washington Defense Trial Lawyers
WSBC	Western States Bar Conference (Annual conference of states west of Texas)
WLI	Washington Leadership Institute
WSAJ	Washington State Association for Justice (formerly WSTLA)
WSBF	Washington State Bar Foundation
WWL	Washington Women Lawyers
WYLC	Washington Young Lawyers Committee

DIVERSITY DICTIONARY

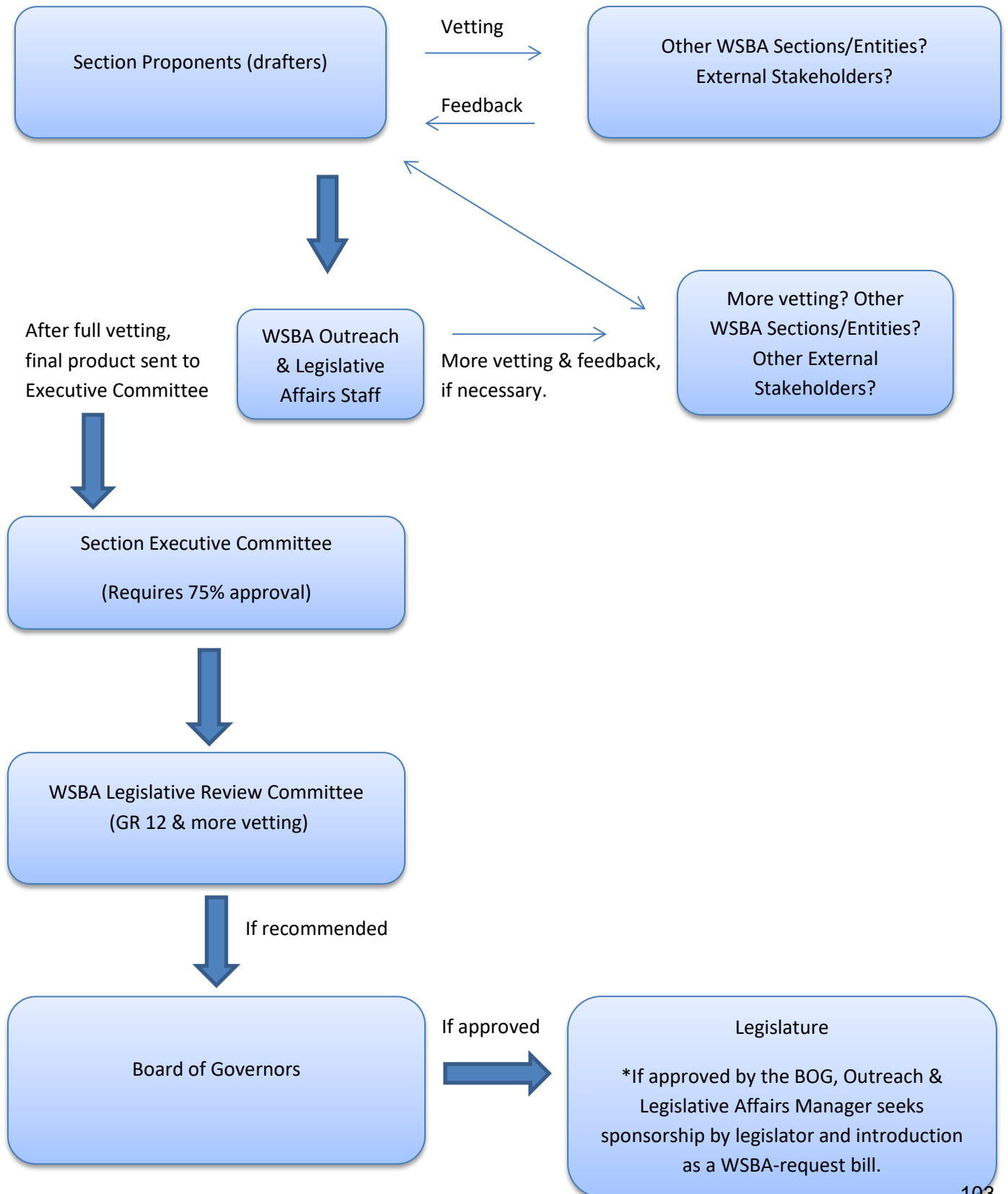
The purpose of this Diversity Dictionary is to provide a starting point for a shared language that can be used in discussions around diversity and inclusion issues which will promote a shared understanding. Without a foundation in shared language it is difficult to have meaningful, fruitful conversations regarding diversity and inclusion.

TERM	DEFINITION
Ally	Someone from outside a group who acts to interrupt bias, prevent discrimination, or surface equity issues, etc. affecting that group.
Access	The ability of a person or group to obtain needed resources and services.
Ageism	Prejudice or discrimination against a particular age group.
Assimilation	Absorption into the culture of an existing group, often to the loss of one's own culture or identity.
Bias	An inclination or preference that interferes with impartial judgment
Classism	The subordination of individuals or groups from a lesser social rank.
Color Blind	Choosing not to distinguish between different races or ethnicities. It is often expressed with the intention of support but tends to erase the realities of racial inequity in our society.
Cultural Awareness	The practice of being mindful that each person's values, relationships and characteristics are shaped by his/her society; these values, relationships and characteristics may or may not be the same as one's own.
Cultural Competence	Cultural competence operates on several levels. On the individual level it includes an awareness of who you are, what you bring to the table, a recognition of the power dynamics in play within any interaction, and a recognition of how you are perceived by others. At an institutional level, cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system, agency or among professionals and enable that system, agency or those professions to work effectively in cross-cultural situations.
Difference	A distinct or separate quality, form or nature diverging from a culture's established norm.
Disability	Visible or non-visible differences in abilities, inclusive of sensory, cognitive, emotional, and physical issues.
Discrimination	The act of differentiating between people or groups and engaging in prejudicial treatment based on their actual or perceived membership in a certain diversity category.
Diversity	The fact or quality of being different; having a variety.
Equality	Treating all people the same, fairly. Ensuring equal <i>opportunities</i> .
Equity	Treating people fairly based on their needs. Ensuring equal <i>outcomes</i> .
Ethnocentrism	A belief in the superiority of one's own race/ethnicity or culture.
Gender	A socially constructed system of classification that ascribes certain qualities of masculinity and femininity to people.
Gender Identity	One's sense of one's own gender.
Historically Under-represented	A group defined by a common physical trait, belief or other

Group	distinctive characteristics that has previously had minimal access to political power and/or little or no influence on societal or governmental decisions that affect them.
Heterosexism	Discrimination or prejudice against those who are not heterosexual on the assumption that heterosexuality is the normal sexual orientation.
Implicit/Unconscious Bias	The beliefs we carry without awareness or conscious direction.
Inclusion	An environment where people invite, encourage, and incorporate different perspectives, ideas and experiences—where people feel valued for the differences they bring.
Institutional Oppression	Policies, practices and procedures that work to the benefit of dominant groups and to the detriment of marginalized groups, often unintentionally or inadvertently.
Internalized Oppression	When members of marginalized groups accept the socially contrived myth(s) of the subordinate status of their group.
Internalized Superiority	When members of majority groups accept the socially contrived myth(s) of the superiority of their group.
Justice	The act of ensuring fair treatment, access, and outcomes.
Marginalization	The process whereby certain groups are pushed to the edge of society and accorded lesser importance. This is predominantly a social phenomenon by which a minority or sub-group is excluded, and their needs or desires ignored.
Microaggressions	The everyday slights, indignities, putdowns, and insults that people who are marginalized experience in their day-to-day interactions. Microaggressions often appear to be compliments but contain hidden insults to the target group about which it is being delivered.
Multiculturalism	An environment where individuals or groups of different cultures exist.
Oppression	A systemic marginalization of certain social groups involving control of the less powerful group and ideological domination.
Other	Something that stands out from the majority. An individual and/or group who is different in nature or kind. Describing someone as “other” is often a way of marginalizing individuals or groups resulting in loss of power.
Prejudice	Prejudgments and preconceived beliefs without facts.
Privilege	Privilege is a set of unearned benefits given to people who fit into a specific social group. It can be seen as the opposite of oppression and needs to be understood within the context of power systems.
Protected Class	Under federal anti-discrimination law, a protected class is a characteristic of a person which cannot be targeted for discrimination
Racism	The belief that all members of each race possess characteristics or abilities specific to that race, especially so as to distinguish it as inferior or superior to another race or races.
Sexism	Prejudice, stereotyping, or discrimination, typically against women, on the basis of sex.
Stereotype	A generalization of the “typical” characteristics associated with members of a particular group.

Tokenism	The practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of representation and equality. It also includes the tendency to rely on those who are from marginalized groups to represent or speak for their groups, and furthermore place responsibility for social justice work on their shoulders.
Transgender	Transgender refers to people whose gender expression is not dictated by their sex assigned at birth. Often anyone who challenges gender norms and boundaries can describe themselves as transgender. Transgender is also an umbrella term including but not limited to someone who identifies as a cross-dresser, drag queen, drag king, transsexual.
Transphobia	A range of antagonistic attitudes and feelings against transsexuality and transsexual or transgender people. Transphobia can be emotional disgust, fear, anger or discomfort felt or expressed towards people who do not conform to society's gender expectation
Underserved	Lacking adequate access to services.
Us/Them Language	Being or pertaining to a divisive belief whereby those who are different are regarded negatively. Us/them language is often used to divide and further marginalize already oppressed groups.

WSBA-Request Legislation Process



WSBA Legislative Roadmap

The Washington State Legislature convenes for a few months each year, but the legislative process is a year-round endeavor. Guided by the legislative policies and decisions established by the Board of Governors, and the rules established by the Supreme Court, the Washington State Bar Association (WSBA) typically seeks passage of request bills and comments on various pieces of legislation. The Board's policies and decisions are carried out by the WSBA Office of Legislative Affairs.

The WSBA Legislative Roadmap details how the WSBA participates in the legislative process, including a description of various policies as well as the role of the Board, WSBA entities, and the WSBA Office of Legislative Affairs.

WSBA Policies

The WSBA bylaws provide that the WSBA may “[m]aintain a legislative presence to inform members of new and proposed laws and to inform public officials about bar positions and concerns.” (WSBA Bylaws I. B. 17.) Consistent with GR 12.2, the Bylaws further provide, in accordance with General Rule 12.2, that the WSBA will not “[t]ake positions on political or social issues which do not relate to or affect the practice of law or the administration of justice.” (WSBA Bylaws I. C. 2.)

In furtherance of those Bylaws, the Board adopted a Legislation and Court Rule Comment Policy (Comment Policy). The WSBA sections, committees, divisions and councils, as entities of the WSBA, are bound by the policy. Among other things, the Comment Policy provides that a section may only take a position on legislation and court rules if at least 75 percent of its governing body (typically its executive committee) is in agreement, and further provides that a section may take positions independently of the Board but only under the conditions outlined in the Comment Policy.

WSBA Legislative Review Committee

The WSBA Legislative Committee serves as the vetting ground for legislative proposals that are presented to the Board of Governors each November. The Committee is composed of 9 members of the WSBA which includes representation of members' practice areas, and diversity in, among other things, age, gender, race, and geography. The Committee represents the interests of the broader bar membership, not any one perspective or practice area within the bar. Appointments to the Committee are made in June.

The WSBA Legislative Review Committee does not propose legislation of its own; rather, these proposals typically come from a WSBA entity, mainly Sections. The Committee's primary task is to determine that the proposal:

- **Meets GR 12.2.** GR 12.2 is the Court rule establishing that the WSBA may only take positions on legislative proposals that “relate to or affect the practice of law or administration of justice”; and
- **Has been appropriately vetted both internally and externally of the WSBA.** Committee members may ask any substantive and technical questions about the proposal, and may ask for additional information or language modifications. Deference should be afforded to the subject-matter expertise of the WSBA entity, as is appropriate. Once the Committee has thoroughly reviewed a proposal and has been provided with sufficient information in order to make a recommendation to the Board of Governors, the Committee must vote on each proposal.

A simple majority is needed to take a position on behalf of the Committee. The actual vote count on each proposal will be reported to the Board of Governors. Voting options for WSBA-request bills include:

- **Sponsor.** A vote to sponsor a proposal is a recommendation to the Board of Governors that the proposal be supported by the WSBA and be presented to the Legislature as a WSBA-request bill;
- **Do Not Sponsor.** A vote not to sponsor a proposal means that the Committee has reviewed the proposal and concluded not to recommend to the Board of Governors that the WSBA sponsor the legislative proposal this session; or
- **Table.** A vote to table a proposal means that the Committee has insufficient information to make a recommendation to the Board of Governors. In this case, the Committee is not indicating support or opposition, but has opted not to take a position.

Role of the Governors: After considering recommendations by the Board of Governors Nominations Committee, the Board appoints all members of this Committee. The Board receives the WSBA Legislative Review Committee’s recommendations at the November Board meeting and determines a final legislative agenda in preparation for the upcoming session.

Role of the WSBA Office of Legislative Affairs: The WSBA Outreach and Legislative Affairs Manager is the staff liaison to the Committee. The WSBA Legislative Affairs staff provides the Committee with corresponding materials including a cover sheet. The cover sheet includes a summary of the legislative proposal as well as internal and external stakeholder vetting work. A representative of the WSBA entity presents the proposal to the Committee, explains the need for the proposal, and answers questions.

If legislation proposed by sections is recommended by the WSBA Legislative Review Committee and is approved by the Board, the WSBA Outreach and Legislative Affairs Manager is responsible for working with appropriate WSBA entities to shepherd the proposal through the legislative process. For non-WSBA proposals that are supported by the Board, the Outreach and Legislative Affairs Manager is responsible for representing the WSBA’s position on those proposals before the Legislature. The WSBA Legislative Office also works with Committee

leadership to develop recommendations for appointment to the Committee which are provided to the Board of Governors Nominations Committee.

Board of Governors Legislative Committee

The Board of Governors Legislative Committee meets weekly during each legislative session and is authorized to take positions on legislative proposals on behalf of the WSBA. Due to the fast pace of the legislative session and the high volume of bills introduced each year, this Committee is responsible for responding quickly to important legislation that may impact the WSBA as a whole. The Board of Governors Legislative Committee is comprised of 11 members of the Board, including the president, president-elect, immediate past president, and the treasurer.

Role of Governors: For Governors on this Committee, their role is to participate in weekly conference calls and make decisions on behalf of the WSBA when appropriate. All Governors receive weekly reports from the Committee to keep the full Board apprised of action taken by the Board of Governors Legislative Committee.

Role of the WSBA Office of Legislative Affairs: The WSBA Legislative Office refers bills of importance to WSBA entities and at times, directly to the Board of Governors Legislative Committee for review. The Outreach and Legislative Affairs Manager participates in weekly conference calls with the Committee to report on legislative matters of importance and to provide recommendations for potential action to be taken by the WSBA.

WSBA Entities

Within the parameters established by the Board through its policies and legislative decisions, and with the assistance of the WSBA Outreach and Legislative Affairs Manager, WSBA entities, notably Sections, play key roles in both proposing legislation and reviewing non-WSBA request legislation.

Developing WSBA-request legislation: WSBA-request legislation begins as an idea proposed by members of a WSBA entity, typically Sections. Each proposal must:

- **Meet GR 12.2;**
- **Be well vetted within the WSBA as well as external stakeholders; and**
- **Be approved by at least 75 percent of the WSBA entity's executive committee.**

Working with other stakeholders, including legislators and their staff, can involve months of meetings and discussions. Developing a proposal that is well-balanced and strongly supported by practitioners and non-lawyers may take several years. Once thoroughly developed and vetted, a proposal must be presented before the WSBA Legislative Review Committee and then before the Board of Governors in November. Once approved by the Board, the hard work of seeking passage begins, and WSBA entity representatives must remain involved throughout the

session to testify at hearings, work with legislative staff, and respond to any proposed amendments in collaboration with the WSBA Outreach and Legislative Affairs Manager.

Responding to non-WSBA request legislation: In contrast to the process of developing WSBA-request legislation, the process for responding to non-WSBA request legislation is conducted at a very fast pace. This can be a challenge for WSBA members who volunteer and have limited capacity.

WSBA entities may be asked to respond to non-WSBA request legislation in two ways:

- Legislators, interest groups, or other WSBA sections may seek the input and participation of a WSBA entity in the development of a particular legislative proposal; and/or
- More commonly, the WSBA Legislative Affairs Office refers bills of interest to relevant WSBA entities for review and possible feedback.

Positions taken by a WSBA entity on a legislative proposal (e.g. support, concerns, opposed, or neutral) requires a 75 percent vote of the WSBA entity's executive committee. Depending on the volume of bills introduced during the legislative session, this process can be overwhelming. The WSBA Outreach and Legislative Affairs Manager provides advice and assistance to WSBA entities responding to non-WSBA request legislation year-round.

WSBA Office of Legislative Affairs

The WSBA Office of Legislative Affairs drives legislative efforts with elected officials, agencies, organizations, and key stakeholders who play a role in advancing and supporting WSBA-related priorities. The WSBA Outreach and Legislative Affairs Manager coordinates WSBA and judicial interests within government relations activities, as well as the activities of the Board of Governors and Legislative Review Committees.

During the legislative session, efforts are prioritized around Board-approved legislation, but other bills that may impact the practice of law and the administration of justice are also closely monitored. During the interim, the WSBA Legislative Affairs Office works towards meeting emergent legislative goals and prepares for future sessions through a collaborative process with internal constituencies and key external stakeholders.

WSBA LEGISLATION AND COURT RULE COMMENT POLICY

—

(Amended November 13, 2015 Board of Governors Meeting)

Purpose: This policy governs Section, Panel, Committee, Division or Council (hereinafter collectively referred to as 'Entity') authority to comment publicly on state and federal court rules and legislation, and clarifies the conditions under which such Washington State Bar Association (WSBA) entities can comment publicly on state and federal court rules, legislation, executive orders, administrative rulemaking, and international treaties. For purposes of this policy, to “comment” means to take a position (for example, expressing support, concerns, or opposition) with or without accompanying statements explaining the position; it also means to provide input (for example, suggested amendments, recommendations, analysis, or comments to the media) without taking a position.

Policy: The Board of Governors, the Executive Director, the WSBA Legislative Committee, the Board of Governors Legislative Committee, and the Legislative Affairs Manager, are authorized to refer legislative proposals (including bills, initiatives, referenda, and resolutions) or proposed court rule changes¹ to Entities of the WSBA for their consideration. Entities are authorized to appear before or otherwise publicly comment on legislation to the Legislature or Congress, or a committee of the Legislature or Congress, or to publicly comment on any proposed state rule change pursuant to Washington Supreme Court General Rule (GR) 9(f), or to publicly comment on any federal proposed rule change, only under the following conditions:

1. The Entity may not comment publicly on federal legislation or federal court rules without prior written authorization of the Board of Governors, and such authorization may be subject to limitations established by the Board of Governors.
2. The Entity may not publicly comment unless: (a) at least 75% of the total membership of the Entity's governing body has first determined that the matter under consideration meets GR 12; and (b) after determining that the matter meets GR 12, that the comments are the opinion of at least 75% of the total membership of the governing body of the Entity. A subcommittee or other subset of an Entity may not publicly communicate its comments on proposed legislation or court rules. For purposes of commenting on legislation and court rules, subcommittees and subsets of a Section may serve in an advisory capacity to the Section's governing body; however only the Entity's governing body or an entity member who has been expressly authorized by the Entity's governing body may publicly comment on legislation and court rules.

¹ The WSBA Court Rules and Procedures Committee routinely vets proposed Court Rules to various WSBA Entities, scrubs those proposals, and then either supports or opposes having the Board of Governors recommend those proposals to the Supreme Court Rules Committee. This process continues to be permitted under this Policy. 108

3. The Entity shall not publicly communicate comments on a legislative or rule proposal that are in conflict with or in opposition to decisions or policies of the Board of Governors or Board Legislative Committee, including GR12 analyses.
4. The Entity shall seek authorization from the Legislative Affairs Manager or the Board Legislative Committee Chair prior to publically communicating with anyone. If authorization is granted, Entities must clearly state that their comments are solely those of the Entity, and not the official comments of the WSBA. In order to officially comment on behalf of the WSBA, the Entity must have the prior written approval of the Board of Governors, and any comments will be subject to limitations established by the Board of Governors. Entities are not permitted to comment on local or municipal policies or legislation.
5. The Entity is responsible for advising the Executive Director, the Board of Governors, the Board of Governors Legislative Committee, and the Legislative Affairs Manager, on an ongoing basis, regarding decisions, comments, and actions of the Entity. The Entity shall advise the Legislative Affairs Manager of any proposed action intended to publicly communicate its comments on legislation in advance of taking such action. Unless otherwise authorized by the Executive Director, the Board of Governors, or the Board of Governors Legislative Committee, the Entity shall follow the advice, guidance, and recommendations of the Legislative Affairs Manager in taking any action.
6. In all cases, the Entity representatives shall cease to publicly communicate the comments of the Entity if requested to do so by the Executive Director, the Board of Governors, the Board of Governor's Legislative Committee, or the President of the Bar; and, in the case of comments on legislative proposals, the Entity representatives shall also cease to publicly communicate the comments of the Entity if requested to do so by the Legislative Affairs Manager.
7. Entities are prohibited from joining or affiliating with groups or associations whose legislative advocacy reaches beyond the areas allowable under GR 12.

THE DISCIPLINE SYSTEM OVERVIEW¹

The Washington Supreme Court has exclusive responsibility to administer the discipline system, many aspects of which are delegated by court rule to the WSBA. The Washington discipline system for lawyers is composed of a number of entities that operate as part of the judicial branch of government under the authority of the Washington Supreme Court. These include the Office of Disciplinary Counsel (ODC), hearing officers, and the Disciplinary Board. Each entity has a different role in the administration of the discipline system. The lawyer discipline system is operated by the WSBA, which has separated the investigative and prosecutorial functions from the adjudicative functions. ODC oversees the prosecutorial functions. The Office of General Counsel (OGC) provides administrative and legal support to the hearing officers and the Disciplinary Board, which carry out the adjudicative and decision-making functions. OGC further manages the records for disciplinary proceedings. WSBA discipline functions for limited licenses are discharged by ODC and the WSBA's Regulatory Services Department, each license's respective Supreme Court regulatory board, and hearing officers. See *Limited Licenses and the Discipline System* for details about the discipline system for limited license legal professionals.

STRUCTURE OF THE LAWYER DISCIPLINE SYSTEM



¹ *The Discipline System Overview* is largely excerpted from the *2018 Discipline System Annual Report* available at www.wsba.org.

THE OFFICE OF DISCIPLINARY COUNSEL

ODC is responsible for reviewing, investigating, and prosecuting grievances about the ethical conduct of Washington lawyers and allegations of incapacity to practice law.

ODC has one intake unit, three investigation/prosecution units, one unit of investigators, and one unit of auditors. The intake unit receives inquiries and written grievances and conducts the first review of grievances against lawyers, dismissing some and recommending further investigation of others by ODC investigation/prosecution staff, including disciplinary counsel, investigators, and a support staff of paralegals and administrative assistants. After investigation, disciplinary counsel determine whether grievances should be dismissed or reported to a review committee of the Washington Supreme Court's Disciplinary Board. Some less serious matters are diverted from discipline. Rule 6.2 of the Rules for Enforcement of Lawyer Conduct (ELC) sets forth criteria for determining what conduct may qualify as "less serious misconduct."

Disciplinary counsel prosecute matters ordered to hearing by a review committee of the Disciplinary Board. If a hearing-level decision is appealed, disciplinary counsel briefs and argues the appeal to the Disciplinary Board and, in some cases, the Supreme Court.

REVIEW COMMITTEES OF THE DISCIPLINARY BOARD

Administered by OGC

Four review committees, each composed of two lawyer members and one community representative member of the Disciplinary Board, serve an oversight function in the lawyer discipline system, first to consider grievant appeals of disciplinary counsel dismissals, and second to consider disciplinary counsel recommendations for admonitions or public disciplinary hearings. Among other actions, a review committee may dismiss a matter, order further investigation, issue an admonition, or order a hearing. Review committees also have authority to order a hearing regarding a lawyer's alleged incapacity to practice law. The WSBA's OGC provides staff for legal and administrative support to the four review committees.

HEARING OFFICERS

Administered by OGC

Volunteer hearing officers preside over hearings for disciplinary and disability cases. They receive evidence and issue findings, conclusions, and a recommendation on the discipline to be imposed, if any. Hearing officers also conduct settlement conferences in many discipline cases. In disability proceedings, hearing officers make recommendations regarding whether a respondent lawyer should be transferred to disability inactive status. They are also authorized to resolve cases by approving stipulations to reprimand, admonition, or dismissal. A Chief Hearing Officer supervises the hearing officers, assigns cases, assists with training, and monitors hearing officer performance. The WSBA's OGC provides staff for legal and administrative support to hearing officers.

DISCIPLINARY BOARD

Administered by OGC

In addition to its review committee functions, the Disciplinary Board, composed of volunteer lawyers and community representatives, considers appeals of hearing officer decisions. The Disciplinary Board reviews the record when a respondent lawyer or disciplinary counsel has filed an appeal of the hearing officer's recommendation in a disciplinary matter. The Board also reviews appeals of lawyer disability cases and may review suspension and disbarment recommendations. If requested, the Board hears oral argument on the cases much like an appellate court, and then issues its decision. The Board also reviews stipulations

submitted by the parties, which, if approved, will resolve the proceeding without a hearing. The WSBA's OGC provides staff for legal and administrative support to the Disciplinary Board in the performance of its adjudicative functions.

SUPREME COURT

The Washington Supreme Court has inherent and plenary authority to regulate the practice of law, including power to dispose of individual cases of lawyer discipline. All proceeding resolutions are sent to the Court, except for dismissals. The Court reviews the Disciplinary Board's suspension and disbarment recommendations, which are appealable as a matter of right. The Court also considers petitions for discretionary review of other dispositions. Disciplinary and disability cases appealed to the Supreme Court, like other Supreme Court appeals, proceed with briefing and oral argument, followed by a written opinion by the Court. The Supreme Court may order reciprocal discipline of lawyers who have been disciplined in other jurisdictions, and order interim suspension of a lawyer if the Disciplinary Board recommended disbarment or if the lawyer was convicted of a crime, poses a risk of serious harm to the public, fails to cooperate with a disciplinary investigation, or asserts incapacity to defend himself or herself in a disciplinary proceeding.

DISABILITY PROCEEDINGS

Special procedures apply when there is reasonable cause to believe that a lawyer is incapable of properly defending a disciplinary proceeding or incapable of practicing law due to a mental or physical incapacity. Such matters are handled under a distinct set of procedural rules. In some cases, the lawyer must have counsel appointed at the WSBA's expense. In disability cases, a determination that the lawyer does not have the capacity to practice law results in a transfer to disability inactive status. It is also possible for a lawyer to stipulate to a transfer to disability inactive status, and a transfer is required following judicial determination of a lawyer's incapacity, such as involuntary commitment. Although disciplinary procedural rules under the ELC govern disability proceedings, the proceedings are not disciplinary in nature.

DISCIPLINARY ACTIONS

Disciplinary "actions," which include both disciplinary sanctions and admonitions, result in a permanent public disciplinary record. In order of increasing severity, disciplinary actions are admonitions, reprimands, suspensions, and disbarments. A suspension from the practice of law may be for any period of time not to exceed three years, and may include conditions to be fulfilled by the lawyer before reinstatement. A disbarment revokes the lawyer's license to practice law. Disbarred lawyers are precluded from seeking readmission to the Bar for five years after disbarment. Only the Washington Supreme Court may order suspension, disbarment, or reinstatement.

Lawyers may also resign in lieu of discipline if they do not wish to defend against allegations of misconduct. A lawyer who resigns in lieu of discipline may not seek reinstatement to the practice of law in Washington.

Review committees of the Disciplinary Board also have authority to issue an advisory letter when it is determined that a lawyer should be cautioned. Advisory letters are neither a sanction nor a disciplinary action and are not public information. For less serious misconduct, a lawyer may be diverted from discipline.

FUNDING THE DISCIPLINE SYSTEM

The Bar funds the discipline system primarily through annual licensing fees. In FY 2018 the Bar spent \$5,778,664 on discipline (including investigation/prosecution and adjudication). In addition, the Bar operates a Lawyer's Fund for Client Protection, funded by annual assessments on each lawyer, which makes

gifts (\$926,434 in FY 2018) to client applicants who have been damaged by their lawyers' dishonesty or failure to properly account for money or property entrusted to them.

LIMITED LICENSES AND THE DISCIPLINE SYSTEM

Limited practice officers (LPOs) and limited license legal technicians (LLLTs) are also licensed to practice law by the Washington Supreme Court through regulatory systems administered by the WSBA. LPOs may select, prepare, and complete forms for use in a loan, extension of credit, sale, or other transfer of real or personal property. LLLTs are licensed to assist clients in certain limited legal matters approved by the Washington Supreme Court. Currently, family law is the only approved practice area, although additional practice areas are being evaluated.

A Washington Supreme Court-mandated regulatory board oversees each limited license: the Limited Practice Board for LPOs and the Limited License Legal Technician Board for LLLTs. Each licensee is subject to license-specific rules of professional conduct and disciplinary procedural rules. The WSBA administers a discipline system for these licenses.

The key differences between the lawyer discipline system and the limited license discipline systems are as follows: (1) each regulatory board acts as the intermediate appellate body, akin to the Disciplinary Board, to review hearing records and stipulations; (2) a discipline committee of each regulatory board serves the function of a review committee; and (3) RSD staff and the chair of each discipline committee conduct initial review of grievances and make intake decisions.

For both licenses, possible disciplinary actions include revocation, voluntary cancellation in lieu of revocation, suspension, reprimand, and admonition.

The Discipline System

Selected Rules for Enforcement of Lawyer Conduct (ELC)

ELC 2.2 BOARD OF GOVERNORS; DISCIPLINARY SELECTION PANEL

- (a) **Function.** The Board of Governors of the Association:
- (1) through the Executive Director, provides administrative and managerial support to enable the Office of Disciplinary Counsel, the Disciplinary Board, review committees, and other Association staff and appointees to perform the functions specified by these rules;
 - (2) makes appointments, removes those appointed, and fills vacancies as provided in these rules; and
 - (3) performs other functions and takes other actions provided in these rules, delegated by the Supreme Court, or necessary and proper to carry out its duties.
- (b) **Limitation of Authority.** The Board of Governors, officers of the Association, and the Executive Director of the Association have no right or responsibility to direct the investigations, prosecutions, appeals or discretionary decisions of the Office of Disciplinary Counsel under these rules, or to review hearing officer, review committee, or Disciplinary Board decisions or recommendations in specific cases.
- (c) **Restrictions on Discipline-System Appointments.** After leaving office, Association officers and Executive Director and Board of Governors members cannot serve as hearing officers, Disciplinary Board members, or Conflicts Review Officers until three years have expired after departure from office.
- (d) **Restriction on Advising or Representing Respondents or Grievants.** Current and former members of the Board of Governors, Executive Directors, and officers of the Association are subject to the restrictions set forth in rule 2.14.

...

ELC 2.14 RESTRICTIONS ON REPRESENTING OR ADVISING RESPONDENTS OR GRIEVANTS

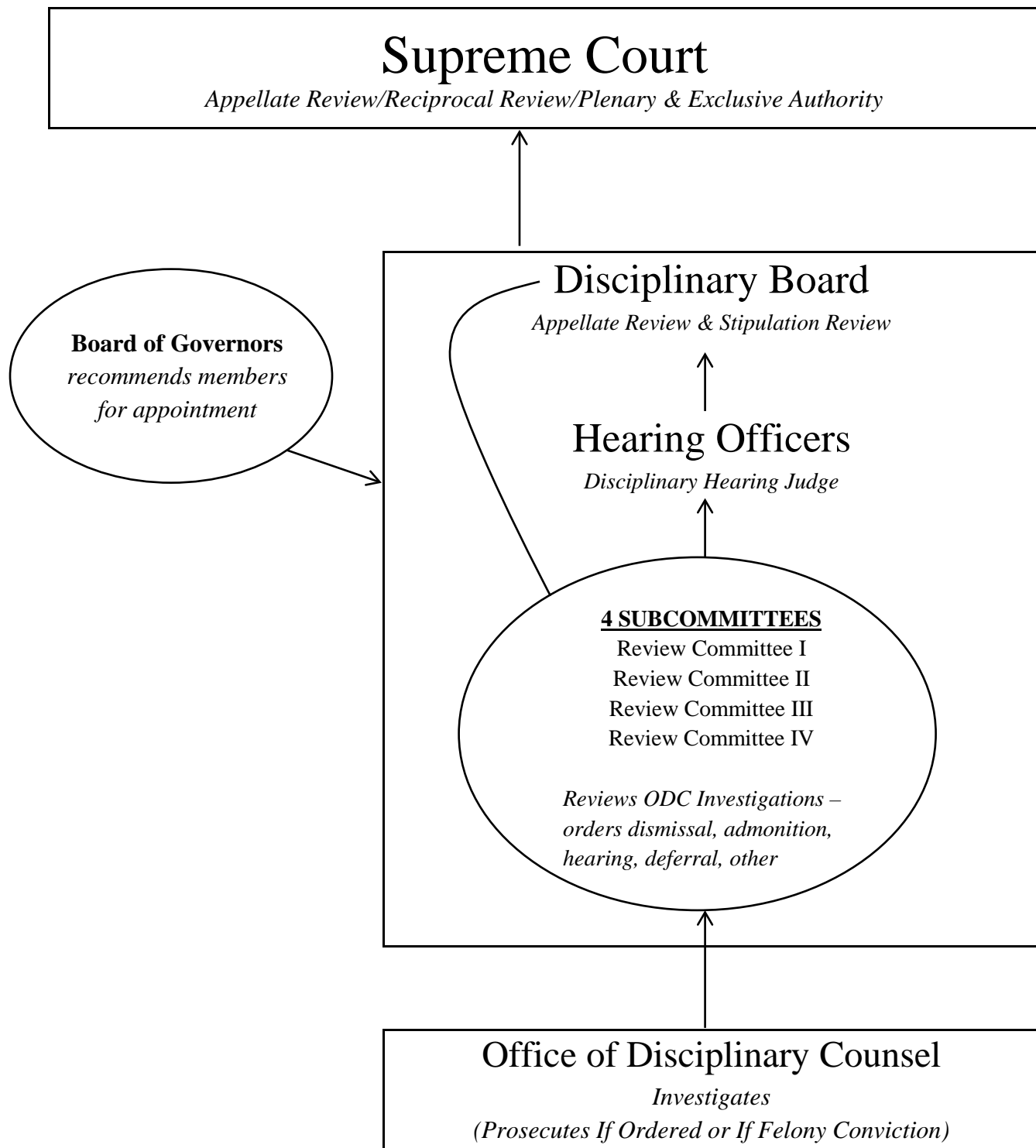
- (a) **Current Officeholders.** Association officers and Executive Director, Board of Governors members, Disciplinary Board members, and hearing officers, while serving in that capacity, cannot knowingly advise or represent individuals regarding pending or likely disciplinary grievances or proceedings, other than advising a person of the availability of grievance procedures.
- (b) **Former Officeholders.** After leaving office, Association officers and Executive Director, Board of Governors members, Disciplinary Board members, and hearing officers cannot represent individuals in pending disciplinary grievances or proceedings until three years have expired after departure from office.

...

ELC 3.1 OPEN MEETINGS AND PUBLIC DISCIPLINARY INFORMATION

...

- (f) **Wrongful Disclosure or Release.** Disclosure or release of information made confidential by these rules, except as permitted by rule 3.4(a) or otherwise by these rules may subject a person to an action for contempt of the Supreme Court. If the person is a lawyer, wrongful disclosure or release may also be grounds for discipline.



WSBA Member* Licensing Counts 6/3/19 9:10:47 AM GMT-07:00

Member Type	In WA State	All
Attorney - Active	26,072	32,491
Attorney - Emeritus	102	110
Attorney - Honorary	371	418
Attorney - Inactive	2,426	5,542
Judicial	617	645
LLLT - Active	35	35
LLLT - Inactive	4	4
LPO - Active	793	804
LPO - Inactive	152	167
	30,572	40,216

Misc Counts	
All License Types **	40,535
All WSBA Members	40,216
Members in Washington	30,572
Members in western Washington	25,209
Members in King County	16,347
Members in eastern Washington	3,720
Active Attorneys in western Washington	21,500
Active Attorneys in King County	14,350
Active Attorneys in eastern Washington	3,089
New/Young Lawyers	6,585
MCLE Reporting Group 1	10,805
MCLE Reporting Group 2	10,746
MCLE Reporting Group 3	11,361
Foreign Law Consultant	19
House Counsel	290
Indigent Representative	10

By Section ***	All	Previous Year
Administrative Law Section	239	275
Alternative Dispute Resolution Section	317	355
Animal Law Section	97	102
Antitrust, Consumer Protection and Unfair Business Practice	207	220
Business Law Section	1,258	1,280
Cannabis Law Section	98	65
Civil Rights Law Section	174	167
Construction Law Section	496	509
Corporate Counsel Section	1,089	1,111
Creditor Debtor Rights Section	467	501
Criminal Law Section	399	437
Elder Law Section	620	652
Environmental and Land Use Law Section	789	793
Family Law Section	1,014	1,143
Health Law Section	382	384
Indian Law Section	329	315
Intellectual Property Section	870	895
International Practice Section	227	240
Juvenile Law Section	159	185
Labor and Employment Law Section	995	1,000
Legal Assistance to Military Personnel Section	76	92
Lesbian, Gay, Bisexual, Transgender (LGBT) Law Section	102	109
Litigation Section	1,019	1,052
Low Bono Section	75	101
Real Property Probate and Trust Section	2,271	2,355
Senior Lawyers Section	241	253
Solo and Small Practice Section	874	985
Taxation Section	621	659
World Peace Through Law Section	109	98

* Per WSBA Bylaws 'Members' include active attorney, emeritus pro-bono, honorary, inactive attorney, judicial, limited license legal technician (LLLT), and limited practice officer (LPO) license types.

** All license types include active attorney, emeritus pro-bono, foreign law consultant, honorary, house counsel, inactive attorney, indigent representative, judicial, LPO, and LLLT.

*** The values in the All column are reset to zero at the beginning of the WSBA fiscal year (Oct 1). The Previous Year column is the total from the last day of the fiscal year (Sep 30). WSBA staff with complimentary membership are not included in the counts.

By District		
	All	Active
0	3,105	2,276
1	2,921	2,427
2	2,118	1,702
3	2,095	1,776
4	1,388	1,173
5	3,217	2,605
6	3,316	2,793
7N	5,200	4,439
7S	6,770	5,638
8	2,236	1,886
9	4,883	4,128
10	2,967	2,487
	40,216	33,330

By State and Province	
Alabama	28
Alaska	196
Alberta	9
Arizona	353
Arkansas	18
Armed Forces Americas	4
Armed Forces Europe, Middle East	24
Armed Forces Pacific	18
British Columbia	94
California	1,744
Colorado	238
Connecticut	49
Delaware	6
District of Columbia	333
Florida	244
Georgia	85
Guam	15
Hawaii	141
Idaho	421
Illinois	158
Indiana	35
Iowa	26
Kansas	27
Kentucky	23
Louisiana	52
Maine	14
Maryland	114
Massachusetts	85
Michigan	70
Minnesota	91
Mississippi	6
Missouri	67
Montana	162
Nebraska	17
Nevada	139
New Hampshire	10
New Jersey	59
New Mexico	65
New York	245
North Carolina	74
North Dakota	9
Northern Mariana Islands	6
Nova Scotia	1
Ohio	70
Oklahoma	25
Ontario	15
Oregon	2,650
Pennsylvania	75
Puerto Rico	4
Quebec	1
Rhode Island	15
Saskatchewan	1
South Carolina	28
South Dakota	7
Tennessee	54
Texas	350
Utah	182
Vermont	18
Virginia	271
Virgin Islands	1
Washington	30,572
Washington Limited License	1
West Virginia	7
Wisconsin	43
Wyoming	21

By WA County	
Adams	15
Asotin	26
Benton	385
Chelan	254
Cllallam	160
Clark	852
Columbia	6
Cowlitz	143
Douglas	31
Ferry	14
Franklin	53
Garfield	2
Grant	123
Grays Harbor	113
Island	148
Jefferson	106
King	16,347
Kitsap	785
Kittitas	91
Klickitat	24
Lewis	100
Lincoln	13
Mason	97
Okanogan	96
Pacific	29
Pend Oreille	15
Pierce	2,253
San Juan	74
Skagit	291
Skamania	18
Snohomish	1,565
Spokane	1,885
Stevens	53
Thurston	1,543
Wahkiakum	11
Walla Walla	113
Whatcom	574
Whitman	74
Yakima	447

1940	3
1941	1
1942	1
1944	1
1945	1
1946	2
1947	6
1948	7
1949	15
1950	15
1951	27
1952	26
1953	25
1954	27
1955	20
1956	40
1957	31
1958	39
1959	38
1960	30
1961	28
1962	34
1963	32
1964	37
1965	55
1966	61
1967	60
1968	89
1969	101
1970	102
1971	108
1972	174
1973	265
1974	254
1975	324
1976	393
1977	392
1978	435
1979	477
1980	488
1981	519
1982	506
1983	542
1984	620
1985	441
1986	684
1987	598
1988	566
1989	606
1990	738
1991	735
1992	732
1993	772
1994	796
1995	802
1996	751
1997	840
1998	802
1999	841
2000	849
2001	907
2002	981
2003	1,011
2004	1,031
2005	1,053
2006	1,089
2007	1,159
2008	1,074
2009	985
2010	1,076
2011	1,055
2012	1,088
2013	1,222
2014	1,345
2015	1,602
2016	1,294
2017	1,374
2018	1,297
2019	557

By Years Licensed	
Under 6	8,590
6 to 10	5,476
11 to 15	5,621
16 to 20	4,625
21 to 25	4,068
26 to 30	3,412
31 to 35	2,947
36 to 40	2,485
41 and Over	2,992
Total:	40,216

By Disability	
Yes	1,113
No	19,827
Respondents	20,940
No Response	19,276
All Member Types	40,216

By Age	All	Active
21 to 30	1,893	1,812
31 to 40	9,174	8,206
41 to 50	9,755	8,047
51 to 60	8,687	6,845
61 to 70	7,653	5,784
71 to 80	2,478	1,669
Over 80	576	128
Total:	40,216	32,491

By Gender	
Female	12,323
Male	17,069
Multi	10
Non-Binary	9
Not Listed	10
Transgender	1
Two-spirit	1
Respondents	29,423
No Response	10,793
All Member Types	40,216

By Sexual Orientation	
Asexual	17
Gay, Lesbian, Bisexual, Pansexual, or Queer	282
Heterosexual	3,164
Not Listed	44
Selected multiple orientations	16
Two-spirit	1
Respondents	3,524
No Response	36,692
All Member Types	40,216

By Ethnicity	
American Indian / Native American / Alaskan Native	240
Asian-Central Asian	21
Asian-East Asian	142
Asian-South Asian	33
Asian-Southeast Asian	40
Asian—unspecified	1,214
Black / African American / African Descent	638
Hispanic / Latinx	680
Middle Eastern Descent	10
Multi Racial / Bi Racial	934
Not Listed	191
Pacific Islander / Native Hawaiian	63
White / European Descent	23,904
Respondents	28,110
No Response	12,106
All Member Types	40,216

Members in Firm Type	
Bank	8
Escrow Company	40
Government/ Public Sector	4,039
House Counsel	2,275
Non-profit	149
Title Company	86
Solo	4,297
Solo In Shared Office Or	1,197
2-5 Members in Firm	3,333
6-10 Members in Firm	1,270
11-20 Members in Firm	982
21-35 Members in Firm	605
36-50 Members In Firm	439
51-100 Members in Firm	408
100+ Members in Firm	1,422
Not Actively Practicing	870
Respondents	21,420
No Response	18,796
All Member Types	40,216

By Practice Area	
Administrative-regulator	1,760
Agricultural	179
Animal Law	82
Antitrust	229
Appellate	1,246
Aviation	132
Banking	340
Bankruptcy	744
Business-commercial	3,935
Cannabis	39
Civil Litigation	871
Civil Rights	801
Collections	407
Communications	171
Constitutional	483
Construction	1,010
Consumer	579
Contracts	3,233
Corporate	2,693
Criminal	2,950
Debtor-creditor	724
Disability	491
Dispute Resolution	1,042
Education	397
Elder	708
Employment	2,203
Entertainment	224
Environmental	1,007
Estate Planning-probate	2,721
Family	2,173
Foreclosure	382
Forfeiture	80
General	2,238
Government	2,270
Guardianships	682
Health	715
Housing	226
Human Rights	221
Immigration-naturaliza	757
Indian	471
Insurance	1,293
Intellectual Property	1,657
International	690
Judicial Officer	354
Juvenile	662
Labor	876
Landlord-tenant	961
Land Use	641
Legal Ethics	234
Legal Research-writing	530
Legislation	325
Lgbtq	36
Litigation	3,501
Lobbying	140
Malpractice	620
Maritime	245
Military	277
Municipal	725
Non-profit-tax Exempt	469
Not Actively Practicing	1,842
Oil-gas-energy	163
Patent-trademark-copyr	918
Personal Injury	2,560
Privacy And Data Securit	90
Real Property	1,992
Real Property-land Use	1,671
Securities	570
Sports	118
Subrogation	79
Tax	972
Torts	1,561
Traffic Offenses	453
Workers Compensation	582

By Languages Spoken	
Afrikaans	6
Akan /twi	4
Albanian	2
American Sign Language	17
Amharic	17
Arabic	49
Armenian	7
Bengali	10
Bosnian	12
Bulgarian	12
Burmese	2
Cambodian	6
Cantonese	98
Cebuano	5
Chamorro	5
Chaozhou/chiu Chow	1
Chin	1
Croatian	21
Czech	6
Danish	20
Dari	4
Dutch	23
Egyptian	2
Farsi/persian	62
Fijian	1
Finnish	7
French	691
French Creole	1
Fukienese	3
Ga/kwa	2
German	415
Greek	31
Gujarati	14
Haitian Creole	2
Hebrew	35
Hindi	90
Hmong	1
Hungarian	15
Ibo	4
Icelandic	2
Ilocano	8
Indonesian	11
Italian	153
Japanese	205
Javanese	2
Kannada/canares	4
Kapampangan	1
Khmer	1
Kongo/kikongo	1
Korean	226
Lao	6
Latvian	6
Lithuanian	5
Malay	4
Malayalam	8
Mandarin	355
Marathi	6
Mongolian	2
Navajo	1
Nepali	4
Norwegian	36
Not_listed	39
Oromo	3
Other	1
Pashto	1
Persian	20
Polish	31
Portuguese	116
Portuguese Creole	2
Punjabi	57
Romanian	20
Russian	224
Samoan	7
Serbian	19
Serbo-croatian	12
Sign Language	20
Singhalese	2
Slovak	2
Somali	1
Spanish	1,770
Spanish Creole	3
Swahili	4
Swedish	53
Tagalog	67
Taishanese	4
Taiwanese	20
Tamil	11
Telugu	3
Thai	11
Tigrinya	3
Tongan	1
Turkish	13
Ukrainian	40
Urdu	39
Vietnamese	88
Yoruba	10
Yugoslavian	4

* Includes active attorneys, emeritus pro-bono, honorary, inactive attorneys, judicial, limited license legal technician (LLLT), and limited practice officer (LPO).

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

MEMBER BENEFITS & PROF. DEV.		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018		
H R G E N E R A L F U N D R E S E R V E S xxv	Ethics Outreach: Calls / presentations	data unavailable					2,133	2,795	3,629	3,370	3,147	3,241 / 35	2,939 / 34	2,803 / 35	2,594 / 38	2,786 / 49		
	Practice Management Assistance: Consultations ^{xvii} Lending Library Presentations / attendees ^{xix} Practice Management Discounts ^{xx}	data unavailable										101	41 ^{xviii}	100	82	100	214	
		data unavailable															265 / 185	
		data unavailable										27 / 1,235	28 / 1,010	27 / 557 / 4,784	29 / 746 / 4,589	17 / 418	3 / 55	7 / 227
		data unavailable											639	1,084	888	to be provided		
	Member Wellness Program: Consultations Presentations / attendees Member Assistance Program Consults ^{xxi}	data unavailable								688	765	212	172	298	194	181		
		data unavailable								11 / 640	15 / 850	12 / 591	4 / 4,250	9 / 5,495	6 / 1,238	8 / 3,917		
		introduced FY14											15 / 43	34 / 53	39 / 55	51 / 63	53 / 51	
	Legal Research (CaseMaker): Users ^{xxii}	data unavailable												5,104	5,350	4,335		
	Malpractice Insurance (ALPS): Firms / Members	Introduced FY15												307 / 616	492 / 921	581 / 1,034	709 / 1,213	
	CLE Seminars: Programs / credits offered In-person attendees ^{xxiii} Webcast attendees ^{xxiv}	116	118 / 697.75	122 / 717.75	120 / 649.50	112 / 657.75	129 / 658.25	107 / 632.25	110 / 645.75	101 / 662.25	79 / 518	60 / 409.25	54 / 402.75	58 / 389.25	72 / 365.5	73 / 401		
		5,287 / 11,047	5,170 / 9,868	5,942 / 11,566	5,501 / 10,252	5,885 / 10,848	5,382 / 9,934	4,087 / 8,778	1,593 / 6,879	1,870 / 6,430	1,909 / 5,423	2,126 / 4,648	2,541 / 4,335	1,336 / 2,918	1,675 / 2,455	1,992 / 2,259		
		Introduced FY2009					658 / 666	2,182 / 2,196	4,682 / 4,723	4,479 / 4,508	4,202 / 4,221	2,833 / 2,841	2,827 / 2,836	2,955 / 2,972	1,399 / 1,402	1,224 / 1,512		
Legal Lunchbox: ^{xxv} Programs / credits offered Attendees (unduplicated / total)	Introduced FY14										12 / 16.25	12 / 18	12 / 18	12 / 18	12 / 18			
											6,785 / 14,837	7,007 / 22,025	5,220 / 17,079	6,030 / 20,103	6,507 / 23,581			
New Member Education: Programs / credits offered Attendees (in-person / webcast)	introduced FY11								3 / 14.75	3 / 16.75	4 / 29.0	9 / 41.75	12 / 56.75	9 / 43.25	7 / 33.25	8 / 56		
									479 / 34	116 / 100	163 / 98	213 / 460	188 / 1,045 ^{xxvi}	171 / 709	152 / 451	120 / 371		
On-Demand Seminars: Programs / credits offered On-Demand programs sold / credit hours delivered Desk books (including on-line Desk Books) / course books	data unavailable								67 / 384.25	52 / 297.5	48 / 366.75	52 / 236.75	61 / 305.00	69 / 301.25	78 / 394.75			
	1,124 / NA	1,535 / NA	2,957 / NA	4,050 / NA	4,622 / NA	5,639 / NA	5,697 / NA	4,825 / NA	6,087 / NA	5,909 / NA	6,624 / NA	6,518 / 21,895.25	6,498 / 23,821.25	6,413 / 25,930.25	7,160 / 28,507			
	211 / 147	695 / 795	1,828 / 983	1,432 / 893	492 / 829	864 / 674	970 / 627	949 / 511	713 / 443	700 / 474	546 / 443	936 / 288	650 / 324	396 (285) / 231	284 (332) / 165			
Mini CLEs: Programs / credits offered Attendees	3 / 3.5	13 / 30.5	21 / 41.5	26 / 52.5	35 / 72.5	57 / 110.75	37 / 50.5	41 / 57	36 / 67.75	41 / 86.5	43 / 105	39 / 52.25	54 / 60	36 / 46.25	46 / 60			
	79	665	847	989	1,254	1,572	1,245	1,327	1,196	1,591	1,854	2,451	2,528	1,787	3,580			
OPERATIONS		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018		
H R	Budgeted FTE	123.9	126.0	134.3	138	140.75	142.87	144.12	146.1	143.9	140.7	139.95	145.95	144.45	141.9	141.15		
	Turnover	20%	data unavailable	15%	12%	19%	7%	8%	12%	18% ^{xxvii}	14%	18%	22%	16%	16%	13%		
G E N E R A L F U N D R E S E R V E S xxv	Lawyer License Fees : Active Lawyer Fee CPF Assessment Keller Deduction (amount / % taking deduction)	\$375	\$383	\$391	\$399	\$407	\$415	\$450	\$450	\$450	\$325	\$325	\$325	\$385	\$385	\$449		
		\$13	\$13	\$13	\$15	\$15	\$15	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30		
		\$1.94 (10%)	\$3.70 (11%)	\$2.14 (10%)	\$3.80 (10%)	\$3.15 (10%)	\$3.45 (9%)	\$3.95 (13%)	\$4.40 (14%)	\$6.00 (17%)	\$6.40 (17%)	\$4.70 (16%)	\$4.40 (13%)	\$3.50 (14%)	\$2.50 (14%)	\$2.50 (17%)		
	Limited Practice Officer License Fee:	\$85	\$85	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110		
	Limited Legal License Technician License Fee:	introduced 2015											\$175	\$175	\$175	\$175		
	# Donations to WSBF / WSBF grant to WSBA :	NA										127 / \$110,000	5,160 / \$275,136	3,172 / \$207,125	3,072 / \$162,600	3,165 / \$186,750	4,131 / \$200,000	
	General Fund Revenues: Budgeted	\$11,835,371	\$12,429,364	\$13,157,970	\$13,840,420	\$14,935,591	\$15,251,745	\$16,594,854	\$16,991,025	\$17,112,690	\$15,137,529	\$14,562,325	\$14,757,180	\$16,420,637	\$16,890,224	\$18,913,199		
		Actual	\$12,043,769	\$13,218,235	\$13,980,849	\$14,611,383	\$14,612,599	\$15,071,222	\$17,077,440	\$17,308,336	\$17,797,242	\$15,349,822	\$15,335,749	\$15,266,002	\$16,937,121	\$17,584,851	\$19,614,585	
	General Fund Expenses: Budgeted	\$11,592,829	\$12,429,304	\$13,157,487	\$14,717,511	\$15,190,916	\$17,202,812	\$16,184,798	\$16,667,875	\$16,934,743	\$15,594,088	\$16,562,819	\$17,904,053	\$18,757,977	\$18,887,569	\$19,645,474		
		Actual	\$11,051,897	\$12,069,956	\$13,077,385	\$14,011,799	\$14,795,034	\$16,559,591	\$15,520,074	\$16,028,974	\$16,323,442	\$15,097,982	\$16,493,451	\$17,966,538	\$18,121,119	\$18,139,636	\$19,182,478	
	General Fund Net Income/(Loss): Budgeted	\$242,542	\$60	\$483	(\$877,091)	(\$255,325)	(\$1,951,067)	\$410,0586	\$323,150	\$177,947	(\$456,559)	(\$2,000,489)	(\$3,146,873)	(\$2,337,340)	(\$1,997,345)	(\$732,275)		
		Actual	\$991,873	\$1,148,279	\$903,464	\$599,584	(\$182,435)	(\$1,488,369)	\$1,557,366	\$1,279,362	\$1,473,800	\$251,840	(\$1,157,702)	(\$2,700,536)	(\$1,183,998)	(\$554,785)	\$432,107	
R E S E R V E S xxv	General Fund Balance:	\$2,724,324	\$3,920,348	\$4,823,814	\$5,423,398	\$5,240,962	\$4,434,586	\$5,991,957	\$7,271,320	\$8,745,117	\$8,960,772	\$7,803,070	\$5,102,534	\$3,918,536	\$3,363,751	\$3,795,858		
	Continuing Legal Education Fund Balance:	\$1,436,141	\$1,585,026	\$1,954,241	\$1,991,838	\$1,947,887	\$1,079,796	\$1,408,491	\$1,351,464	\$1,341,266	\$1,192,124	\$458,415	\$ 53,090	\$456,568	\$485,582	\$604,125		
	Sections Fund Balance:	\$832,805	\$780,129	\$878,817	\$896,930	\$805,101	\$711,521	\$677,666	\$773,328	\$904,933	\$1,028,539	\$1,074,417	\$1,229,705	\$1,212,637	\$1,197,726	\$1,160,342		
	Client Protection Fund Balance:	\$632,477	\$821,669	\$796,155	\$699,239	\$231,804	\$184,640	\$434,823	\$261,318	\$791,399	\$1,213,602	\$1,746,010	\$2,144,289	\$2,646,222	\$3,242,299	\$3,227,988		
	TOTAL FUND BALANCES:	\$5,625,747	\$7,107,172	\$8,453,027	\$9,011,405	\$8,225,754	\$6,410,543	\$8,512,937	\$9,657,430	\$11,782,715	\$12,395,037	\$11,081,912	\$8,540,731	\$8,244,922	\$8,308,990	\$8,788,313		

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

- ⁱ Includes Active, Emeritus, Honorary, Inactive and Judicial members.
- ⁱⁱ Includes section executive committee members; and members of WSBA committees, regulatory boards, Supreme Court boards, panels, and task forces.
- ⁱⁱⁱ Reflects number of participants in WSBA Public Service programs: (1) Home Foreclosure Legal Aid Project (FY2009-FY2013: helped low to moderate income homeowners save their homes from foreclosure; this work was transferred to the Northwest Justice Project in 2013); (2) Moderate Means Program (FY2011-present: helps clients in the 200-400% of Federal Poverty level with family, consumer, and housing problems; and (3) Call to Duty Initiative (FY2016-present: informs and involves volunteer attorneys in meeting the legal needs of veterans and their families).
- ^{iv} An MCLE Form 1 is an application for approval of MCLE credits (filed by sponsors and members). This figure does not include ~2,000 forms per year that are returned or reprocessed because incomplete or incorrect.
- ^v Years 2004-2012 include oral contacts only, not e-mail communications. Year 2013 includes oral contacts and e-mail communications. Starting in calendar year 2015, this figure includes all Spanish language contacts with Consumer Affairs.
- ^{vi} Asterisk indicates prorated payout of authorized awards.
- ^{vii} The Washington Supreme Court suspended this Board from November 2014 through July 2015. The Board was reconstituted and resumed operation in FY16.
- ^{viii} The Court suspended the Board on November 11, 2014 and reconstituted the Board on July 8, 2015. The reconstituted Board reviewed cases that were put on hold during the suspension.
- ^{ix} First figure represents number of Cease & Desist letters issued without referral to prosecutor or ODC; second represents number of letters issued and referred to prosecutor; third represents number of letters issued and referred to ODC. The Court reconstituted the Board on July 8, 2015 and the reconstituted Board only dismisses or refers cases.
- ^x This figure represents referrals only. The Board does not issue cease and desist letters.
- ^{xii} This figure excludes diversity-focused Legal Lunchbox programming, which in FY18 reached an additional 4,077 participants. Presentations grew significantly in FY18 as we increased our focus on providing on-site education and consultation to legal employers.
- ^{xiii} The WSBA mentorship program was introduced in FY15, and ongoing events (Mentorship Mixers) were launched in FY17. The data captures the number of mixers and the number of attendees. Note that the attendance data for FY18 is for only 5 of the 8 events held that year.
- ^{xiv} This figure represents total participation in new member programming, including Open Sections Night, the Young Lawyer Liaison to Sections Program, and the development teams for new member education.
- ^{xv} Until FY13, WSBA tracked total Service Center contacts; beginning in FY13, data was tracked by type of contact (calls and email). Incomplete data in FY05 and FY09 years marked with *; full year was calculated using average monthly data.
- ^{xvi} FY18 analytics measurement data unavailable due to technical difficulties following launch of redesigned website. Those issues have been resolved, and FY19 data is being tracked.
- ^{xvii} Includes assistance by consultation, phone inquiry, and email inquiry.
- ^{xviii} WSBA moved away from paid one-on-one consultations as part of the plan to expand accessibility of Practice Management Assistance (PMA) services to more members. In addition to greater outreach through webcast programming, WSBA offers free phone consultations for up to 30 minutes.
- ^{xix} First figure represents number of presentations; second represents attendees at Practice Management Assistance (PMA) presentations *excluding* Legal Lunchbox seminars presented by the PMA team; third represents total attendees at PMA presentations, *including* Legal Lunchbox seminars presented by PMA.
- ^{xx} WSBA has a dynamic practice assistance network through which members may receive discounts on law practice tools. The data reflects the aggregate number of subscriptions to all of the tools offered in a given year since FY13. Offerings change over time, and include or have included: automated docketing systems; legal forms; ABA retirement funds; daily Washington case reports; writing software; ABA books for Bars; electronic time billing, file sharing, client conflict checking and client billing software; and receptionist services.
- ^{xxi} First figure represents clients provided counseling; second figure represents number of sessions provided.
- ^{xxii} Figure reflects the average number of active users each quarter of that year.
- ^{xxiii} First figure represents unduplicated member registrants for in-person attendance; second figure represents total registrants for in-person attendance (including non-members).
- ^{xxiv} First figure represents unduplicated member registrants for webcast attendance; second figure represents total webcast registrants (including non-members).
- ^{xxv} Includes unduplicated / total attendees at 10 live webcasts for credit and 2 months of on demand seminars. Credits provided through the series are adequate to meet minimum MCLE requirements.
- ^{xxvi} Webcast participation increased in FY15 due to two seven-part series (Beverage Law and Advising Startups) offered only via webcast.
- ^{xxvii} Includes Referendum layoffs.
- ^{xxviii} WSBA reserves – net assets – are identified by fund, and are either Board-designated or legally restricted. There are three Board-designated funds: (1) General Fund reserves, funded by WSBA annual operating income, and designated to cover unanticipated losses in the event of an emergency, support future facility needs, and cover net loss and extraordinary costs of WSBA functions, services, and operations; (2) CLE Fund reserves, funded by income from CLE seminars and products, and designated to cover net loss and extraordinary costs of CLE activities; and (3) Sections Fund reserves, consisting of the collective net income or loss of all WSBA sections, and designated to cover to cover net loss and extraordinary costs of section activities. The Client Protection Fund is a legally restricted fund, created by the Washington Supreme Court and WSBA to compensate victims of the dishonest taking of, or failure to account for, client funds or property by a lawyer.