

**UNLOCK YOUR POWER TO LEAD
HELP WACO SUCCEED:**



Washington Association
of **COUNTY OFFICIALS**

LEADERSHIP MANUAL

2025 Edition



www.countyofficials.org

Table of Contents

What is WACO?

Message from WACO President

General Roles & Expectations

General Information	3
Executive Officers & Trustees at Large	4
Affiliate Representative Trustees	5

Executive Officer Responsibilities

President	7
Vice President	9
2nd Vice President	11
Secretary/Treasurer	13
Past Presidents	15

WACO Member Committees

Legislative Committee	16
Education & Audit Committees	17
Conference & Personnel Committees	18
Nominating & Legal Committees	19

External Boards & Commissions

Why Serve?



Washington Association of COUNTY OFFICIALS

The Washington Association of County Officials provides legislative advocacy, education and training opportunities, and day-to-day support on a wide variety of issues of importance to counties and to each of our over 270 members.

The membership of the Washington Association of County Officials (WACO) are the elected county assessors, auditors, clerks, coroners and medical examiners, prosecuting attorneys, sheriffs, treasurers and comparable appointed officials in charter counties. WACO is a non-profit, nonpartisan organization. WACO is comprised of affiliate organizations for every executive level county official in Washington's 39 counties.

WACO is governed by a Board of Trustees consisting of 19 positions: the President, Vice-President, 2nd Vice-President, Secretary/Treasurer, the 2 most recent Past-Presidents, 1 member chosen by their respective affiliate (known as a trustee), and 6 positions as trustees-at-large based on their county category.

Who We Represent



HOW WE DO IT

WACO assists elected county officials, their offices, and their affiliate groups in three primary areas: legislation, education, and communication. WACO has presented and passed legislation on behalf of elected county officials, created educational opportunities online and in person, and fostered a greater understanding of the unique roles and duties of each separately elected executive level county government office.

The Washington Association of County Assessors (WSACA)

- Appraises taxable real and personal property to determine assessed property values
- Calculates levy rates and certifies the tax roll to the county treasurer

The Washington Association of County Auditors (WSACA)

- Conducts elections and maintains voter registration
- Keeps property records by recording documents
- Issues vehicle and vessel licenses

The Washington State Association of County Clerks (WSACC)

- Is the record keeping officer of the Superior Court
- Financial office of the courts
- Quasi-judicial officer

The Washington Association of Coroners & Medical Examiners (WACME)

- Conducts death investigations
- Notifies next of kin of family member's death
- Arranges the disposition of the deceased

The Washington Association of Prosecuting Attorneys (WAPA)

- Advises county departments and officials on legal matters
- Represents and defends the county
- Prosecutes all criminal and civil actions on behalf of the state and county

The Washington State Sheriffs' Association (WSSA)

- Provides countywide law enforcement services, with a primary focus in unincorporated areas
- Operates jail and jail alternative programs
- Director of emergency management, coordinates search & rescue

The Washington State Association of County Treasurers (WSACT)

- Provides banking debt management services to the county, school, fire, port, cemetery and library districts, as well as various other taxing districts
- Processes property sales and transfers
- Collects taxes and assessments

Message from 2025 WACO President Amy Cziske, Kittitas County Treasurer

This is YOUR association

A key to the success of membership associations like WACO is a strong level of member engagement and leadership. To truly be relevant in its representation, advocacy, and in serving the needs of members, the members must speak for themselves and their peers in meaningful ways within the organization's governance structure.

My theme this past year as WACO President has been Take Time to Lead. My goal has been to make more transparent the various leadership and committee positions available to WACO members in their association and encourage and support member pursuit of those opportunities to lead.

This guide outlines the specifics of the various leadership and committee positions within WACO and my hope is that WACO members will give consideration to taking the time to lead for both the benefit of their association and to develop and hone their own leadership skills.



"I hope many WACO members answer President Cziske's call, a challenge to Take Time to Lead via one of the many leadership and committee opportunities within WACO. In weighing the possibility, one factor about which members are often unaware is the tremendous staff support that is available to WACO leaders. Our staff team is committed to your success, and we support WACO Board members, and committee chairs and members in all logistical and substantive aspects of the work. We create opportunities and information for you to engage in meaningful dialogue and decisions. I hope to hear from you as you explore your leadership potential within your association."

-Jennifer Wallace, Executive Director
Washington Association of County Officials

Want to know more/think you might be interested?

Contact WACO Executive Director Jennifer Wallace and she can answer any questions and walk you through next steps.

Jennifer Wallace, WACO Executive Director
360-489-3042 | jennifer@countyofficials.org

General Roles and Expectations - WACO Board of Trustees

Composition of the 19-member WACO Board of Trustees:

- 4 executive officers annually elected by the WACO membership:
 - President
 - Vice-President
 - 2nd Vice-President
 - Secretary / Treasurer
- The 2 most recent past presidents
- 7 Affiliate Trustees – one for each affiliate group in WACO membership; appointed by each affiliate association without term limitation
- 6 Trustees-at-Large – elected annually to two-year terms by the WACO membership, each representing one of 6 categories of counties by population size

You can view the current board composition by visiting www.countyofficials.org/148/Board-of-Trustees

What does the Board do?

WACO Bylaws stipulate that the Board of Trustees has general governance over the association and as such may:

- Adopt policies governing the association
- Take actions necessary to fulfill the purpose of the association
- Establish a strategic plan for the association
- Adopt an annual budget for the association
- Approve any litigation or amicus brief
- Appoint, evaluate, and terminate if necessary the association Executive Director.

Board members serve as ambassadors for the work and services of WACO to their peer members. Board members bring the concerns of their affiliate role, their counties and those they represent to the Board table in shaping the work of WACO and the services provided to all WACO members.

What would be expected of me?

Generally speaking, Board members are expected to come prepared to Board meetings, having reviewed the packet of materials from staff sent to members in advance of each meeting. As you will often be expected to vote on issues or policies before the Board, you will want to ensure you are setting aside time to touch base with your affiliate organization or other elected officials in your or other affiliate roles about the issues before the board to gain their insights and perspective.

When does the Board meet?

Generally, the WACO Board meets in March, July, and late September / early October in conjunction with the WACO Conference. Some WACO Presidents have opted to also hold a late November / early December Board retreat to set the agenda for their term in office. Availability of a virtual option is at the discretion of the President. Expenses related to Board meeting attendance (travel, food, lodging) are paid / reimbursed by WACO.

You can view the WACO Policy Guide by visiting www.countyofficials.org/157/Forms-and-Policies

Specific Trustee Roles and Responsibilities

There are three types of positions on the WACO Board of Trustees. They are:

Executive Officers

The five WACO Executive Officers (President, Vice President, 2nd Vice President, Secretary-Treasurer, and Immediate Past-President) play an ongoing, direct role working with the WACO Executive Director on Board agenda and Association matters. The Executive Officers and Executive Director meet virtually on a monthly basis. Each position is elected annually and has a term of one year. Any WACO member may run for any executive officer position, although the association has a history of the executive officer positions being sequential in service, with trustees running first for the office of secretary-treasurer, then 2nd Vice President, Vice President, President, and Immediate Past-President; so it is often spoken of being a five-year commitment.

Each executive officer position chairs a committee and/or has specific committee responsibilities. More specific position descriptions for each executive officer position is in Section 2 of this guide.

Trustees-At-Large

Trustees-at-Large are elected by the WACO membership to two-year terms and continue until their successors have been elected or appointed. The six trustees-at-large each represent WACO members in a category of counties determined by population.

Category 1

Population over 1 million

- King

Category 2:

Population 400,001 - 1 million

- Clark
- Pierce
- Snohomish
- Spokane

Category 3:

Population 100,001 - 400,000

• Benton	• Skagit
• Cowlitz	• Thurston
• Franklin	• Yakima
• Grant	• Whatcom
• Kitsap	

Category 4:

Population 50,001 - 100,000

• Chelan	• Mason
• Clallam	• Walla Walla
• Grays Harbor	
• Island	
• Lewis	

Category 5:

Population 20,000 - 50,000

• Adams	• Klickitat
• Asotin	• Okanogan
• Douglas	• Pacific
• Jefferson	• Stevens
• Kittitas	• Whitman

Category 6:

Population Under 20,000

• Columbia	• San Juan
• Ferry	• Skamania
• Garfield	• Wahkiakum
• Lincoln	
• Pend Oreille	

Trustees at large bring the perspective of an elected official from counties of various population sizes to Board deliberations and decisions.

To assist Trustees-at-Large in understanding current issues in their category counties, TALs participate in the monthly WACO "Packed Lunch". The last portion of this one-hour event is devoted to breakout sessions by county categories where WACO members and staff may discuss any issues of current importance.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate in each of these events is necessary.*

WACO Annual Conference and Membership Meeting

4 days - Last week of September or first week of October annually

WACO Board meetings

2 days in March, one day in July, 2 days in late November / early December.

WACO "Packed Lunch"

Second Wednesday of the month for 1 hour

Affiliate Representative Trustees

Each association representing one of the seven WACO member roles appoints a member to the WACO Board of Trustees to serve a term determined by each association. The seven affiliate organizations are:

- Washington State Association of County Assessors
- Washington State Association of County Auditors
- Washington State Association of County Clerks
- Washington Association of Coroners and Medical Examiners
- Washington Association of Prosecuting Attorneys
- Washington State Sheriffs Association
- Washington State Association of County Treasurers

Affiliate representative trustees are expected to speak for the perspective, concerns and priorities of their affiliate role and organization in the course of WACO Board deliberations. As such, they are active members in both their affiliate organization and WACO. With the support of WACO staff they participate in a variety of outreach activities aimed at strengthening collaboration and support between and among WACO and affiliate organizations.

Affiliate Representative Trustees comprise the membership of the Nominating Committee, whose responsibilities are to:

- Promote and facilitate the list of candidates from the Associations membership to run for election for seats on the Associations Board of Trustees and Executive Officers;
- Ensure that candidates are knowledgeable of the requirements of the position he or she is running for; and
- Biennially, review the Nominating Committee Policy adopted by the Board and make any recommendations to the Board.

Affiliate Representative Trustees also comprise the membership of the Newly-Elected Officials (NEO) Committee. This committee is responsible for providing advice and guidance to WACO staff on the NEO conference held every four years, as well as ongoing service provided to newly-elected officials.

Affiliate Representative Trustees also serve on the Nominating Committee, whose purpose is to:

- Promote and facilitate the list of candidates from the Associations membership to fill run for election for seats on the Associations Board of Trustees and Executive Officers;
- Ensure that candidates are knowledgeable of the requirements of the position he or she is running for.
- Nominating Committee shall, at least biennially, review the Nominating Committee Policy adopted by the Board and make any recommendations to the Board.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate in each of these events is necessary.*

WACO Annual Conference and Membership Meeting

4 days - Last week of September or first week of October annually

Affiliate-specific meetings

Varies by affiliate – as appropriate to ensure affiliate is briefed on WACO status and activities affecting the affiliate

WACO Board meetings

2 days in March, one day in July, 2 days in late November / early December.

NEO Committee

As needed, typically once annually and twice annually the year leading up to the NEO conference

Nominating Committee

3-4 brief meetings between August and late September to review nominees and applications from candidates for WACO Board of Trustees – 3 hours total



2020 WACO BOARD OF TRUSTEES

Executive Officer Responsibilities

President - Position Description

Overview

The WACO President is nominated and elected annually by the WACO Membership. This position serves a one-year term and is a member of the WACO Executive Officers, WACO Board of Trustees, WACO Budget Committee, chairs the Conference Committee, and serves as an ex-officio member of any and all WACO committees. The President issues key communications and statements on behalf of the organization and Board of Trustees. The President must know and understand WACO's core values, strategic plans, bylaws, and policies and procedures. WACO Presidents generally identify a theme / agenda for their term in office that aligns with / furthers the organization's mission and strategic plan.

Responsibilities / Duties

According to WACO Bylaws, the WACO President shall:

- Preside at all meetings of the Association;
- Call special meetings of the Board of Trustees as needed;
- Appoint and remove all standing and special committee members and name the chair thereof, except as otherwise provided herein;
- Appoint and remove members of the Association to represent the Association on boards, commissions, committees, etc. convened outside the Association;
- Preside at meetings of the Board of Trustees;
- Be an ex-officio member of all standing committees and special committees which he or she appoints, except for the Audit Committee; and
- Only cast a ballot to break a tie vote within the Association, Board or Committee.

Committee Membership / Responsibilities

Executive Officers

The WACO President leads the executive committee of five executive officers (WACO President, Vice President, 2nd Vice President, Secretary-Treasurer, and Immediate Past-President). This committee plays ongoing, direct role working with the WACO Executive Director on Board agenda and Association matters.

Executive Officers serve in an important vetting and agenda setting role related to the Board and organization as a whole.

Budget Committee

According to WACO Bylaws, the President annually appoints one of the two past presidents to serve as Chair of the Budget Committee. The Budget Committee meets annually in May and, with support from the WACO Executive Director and Finance and Administration Manager, determines preliminary budget recommendations to be delivered to the WACO Board of Trustees in May. Their budget recommendations include changes in county reimbursements, operating budget, and reserve funds for the upcoming fiscal year.

According to WACO policy, the budget committee's duties include:

- Preparing a preliminary budget aligned with the Strategic Plan for the Board of Trustees' review and consideration;
- Presenting the budget to the Board of Trustees for approval at the July Board meeting;
- Responding to recommendations for budget modifications during the fiscal year as needed; and
- Monitoring the overall financial condition of the Association and making recommendations to the Board of Trustees on actions necessary for the long-term financial stability of the Association.

Conference Committee

The President Chairs the Conference Committee. Staffed by the WACO Member Service Manager the Conference Committee meets monthly to discuss and provide oversight of plans for each year's annual conference / membership meeting.

According to WACO Bylaws, the Conference Committee is responsible for:

- Providing advice and guidance to WACO staff on the annual WACO conference, with the exception of the education break-out sessions and keynote speakers, which will be identified by the Education Committee; and
- Planning, in consultation with WACO staff non-educational events including, but not limited to, entertainment, recognition events, and evening meals.

Washington Counties Building Management Committee

The five WACO executive officers serve, along with the members of the Washington State Association of Counties (WSAC) executive committee, on the Washington Counties Building Management Committee. WACO And WSAC co-own the Washington Counties Building. The WSAC and WACO Executive Directors serve as building managers. The Management committee meets twice annually to:

- Review capital improvement plans
- Review status of building reserve funds
- Review and approve as appropriate budget and factors impacting proposed changes
- Review status of tenant lease agreements.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate in each of these events is necessary.*

WACO Annual Conference and Membership Meeting	Washington Counties Building Management Committee Meetings	Conference Committee
4 days - Last week of September or first week of October annually	Twice annually, one in April	One hour or less monthly
WACO Board meetings	Executive Officers Meetings	Budget Committee
2 days in March, one day in July, 2 days in late November / early December.	Virtually 1-2 hours monthly	One day in May

Executive Officer Responsibilities Vice-President – Position Description

Overview

The WACO Vice President is nominated and elected annually by the WACO Membership. This position serves a one-year term and is a member of the WACO Executive Officers, WACO Board of Trustees, WACO Budget Committee, and chairs the WACO Legislative Committee. The Vice President must know and understand WACO's core values, strategic plans, bylaws, and policies and procedures.

Responsibilities / Duties

According to WACO Bylaws, the WACO Vice President shall:

- Perform the duties of the President in the absence of the President;
- Automatically become President in the event of a vacancy in the office of President, unless the Board of Trustees, with the consent of the Vice President and the Immediate Past President, chooses to have the Immediate Past President fill the vacancy; and
- Serve as Chair of the WACO Legislative Committee.

Committee Membership / Responsibilities

Executive Officers

The WACO Vice President serves as one of 5 executive officers along with the WACO President, 2nd Vice President, Secretary-Treasurer, and Immediate Past-President. This committee plays ongoing, direct role working with the WACO Executive Director on Board agenda and Association matters. Executive Officers serve in an important vetting and agenda setting role related to the Board and organization as a whole.

Budget Committee

The budget committee meets annually in May and, with support from the WACO Executive Director and Finance and Administration Manager, determines preliminary budget recommendations to be delivered to the WACO Board of Trustees in May. Their budget recommendations include any changes in county reimbursements, operating budget, and reserve funds for the upcoming fiscal year.

According to WACO policy, the budget committee's duties include:

- Preparing a preliminary budget aligned with the Strategic Plan for the Board of Trustees' review consideration;
- Presenting the budget to the Board of Trustees for approval at the July Board meeting;
- Responding to recommendations for budget modifications during the fiscal year as needed; and
- Monitoring the overall financial condition of the Association and making recommendations to the Board of Trustees on actions necessary for the long-term financial stability of the Association.

Legislative Committee

The Vice President chairs the Legislative Committee, which meets virtually, monthly when the legislature is not in session and weekly for 1-2 hours during the course of the session.

According to WACO policy the duties of the Legislative Committee are:

- Facilitating the development of the legislative proposals of the Association;
- Reviewing legislation introduced affecting the Association, its membership, or the services provided by either;
- Coordinating the legislative activities of the affiliated groups to avoid conflicting differences between affiliate groups of the Association;
- Meeting regularly during the legislative session and as needed during other times of the year; and
- Solicit feedback from the affiliate legislative chairs on whether or not WACO's legislative services were equitably provided. Any identified issues would be reported to the Board with a recommended strategy to resolve the inequity.

Conference Committee

The Vice-President serves on the WACO Conference Committee. Staffed by the WACO Member Service Manager, the Conference Committee meets monthly to discuss and provide oversight of plans for each year's annual conference / membership meeting.

According to WACO Bylaws, the Conference Committee is responsible for:

- Providing advice and guidance to WACO staff on the annual WACO conference, with the exception of the education break-out sessions and keynote speakers, which will be identified by the Education Committee; and
- Planning, in consultation with WACO staff non-educational events including, but not limited to, entertainment, recognition events, and evening meals.

Washington Counties Building Management Committee

The five WACO executive officers serve, along with the members of the Washington State Association of Counties (WSAC) executive committee, on the Washington Counties Building Management Committee. WACO and WSAC co-own the Washington Counties Building. The WSAC and WACO Executive Directors serve as building managers. The Management committee meets twice annually to:

- Review capital improvement plans
- Review status of building reserve funds
- Review and approve as appropriate budget and factors impacting proposed changes
- Review status of tenant lease agreements.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate in each of these events is necessary.*

WACO Annual Conference and Membership Meeting	Washington Counties Building Management Committee Meetings	Executive Officers Meetings
4 days - Last week of September or first week of October annually	Twice annually, one in April	Virtually 1-2 hours monthly
WACO Board meetings	Legislative Committee	Budget Committee
2 days in March, one day in July, 2 days in late November / early December.	One hour monthly during interim; 1-2 hours weekly during legislative session.	One day in May
		Conference Committee
		One hour or less monthly

Executive Officer Responsibilities

2nd Vice-President – Position Description

Overview

The 2nd Vice-President is an important position in the WACO Board of Trustees executive officers group tasked with assisting in the annual performance evaluation of the Executive Director, Chairing WACO's Education Committee, as well as filling vacancies in the position of Vice-President and President when appropriate. The term of 2nd Vice-President is for one year, or if entering into the position due to a previous vacancy mid-term, until the next annual election of the Board of Trustees.

Responsibilities / Duties

According to WACO Bylaws, the WACO 2nd Vice President shall:

- Perform the duties of the Vice President in the absence of the Vice President;
- Automatically become Vice President in the event of a vacancy in the office of Vice President, and in the event of vacancies in the offices of both the President and Vice President, shall automatically become the President.
- Compose, with the assistance of the other executive officers, the annual performance evaluation of the Executive Director.
- Chair the Education Committee.

Committee Membership / Responsibilities

Executive Officers

The WACO 2nd Vice-President serves as one of five executive officers along with the WACO President, Vice President, Secretary-Treasurer, and Immediate Past-President. This committee plays an ongoing, direct role working with the WACO Executive Director on Board agenda and Association matters. Executive Officers serve in an important vetting and agenda setting role related to the Board and organization as a whole.

Budget Committee

The budget committee meets annually in May and, with support from the WACO Executive Director and Finance and Administration Manager, determines preliminary budget recommendations to be delivered to the WACO Board of Trustees in May. Their budget recommendations include any changes in county reimbursements, operating budget, and reserve funds for the upcoming fiscal year.

According to WACO policy, the budget committee's duties include:

- Preparing a preliminary budget aligned with the Strategic Plan for the Board of Trustees' review consideration;
- Presenting the budget to the Board of Trustees for approval at the July Board meeting;
- Responding to recommendations for budget modifications during the fiscal year as needed; and
- Monitoring the overall financial condition of the Association and making recommendations to the Board of Trustees on actions necessary for the long-term financial stability of the Association.

Education Committee

The mission of the Education Committee is to provide quality education opportunities that support WACO affiliates as smart, effective, and ethical leaders, enhanced understanding of their respective roles, and are not redundant with education and training provided by the individual affiliate associations. The Education Committee endeavors to make WACO a go-to entity for WACO members, partners and citizens on county matters involving affiliate roles and duties.

According to WACO policy, the Education Committee:

- Facilitates the recommendation of WACO educational programs;
- Presents recommendations to the Executive Director, prior to the annual Budget Committee meeting, a summary of the proposed education program(s) for the ensuing year;
- Vets education / training programs proposed by staff for relevance and priority;
- Assists the Executive Director with recommendations in the planning of the annual meeting; and
- Facilitates the development of WACO education, meeting, and speaker events during the annual conference.

Washington Counties Building Management Committee

The five WACO executive officers serve, along with the members of the Washington State Association of Counties (WSAC) executive committee, on the Washington Counties Building Management Committee. WACO and WSAC co-own the Washington Counties Building. The WSAC and WACO Executive Directors serve as building managers. The Management committee meets twice annually to:

- Review capital improvement plans
- Review status of building reserve funds
- Review and approve as appropriate budget and factors impacting proposed changes
- Review status of tenant lease agreements.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate in each of these events is necessary.*

WACO Annual Conference and Membership Meeting	Washington Counties Building Management Committee Meetings	Executive Officers Meetings
4 days - Last week of September or first week of October annually	Twice annually, one in April	Virtually 1-2 hours monthly
WACO Board meetings	Education Committee	Budget Committee
2 days in March, one day in July, 2 days in late November / early December.	One hour monthly	One day in May



WASHINGTON SECRETARY OF STATE STEVE HOBBS ADDRESSING WACO MEMBERS AT THE 2022 WACO ANNUAL CONFERENCE

Executive Officer Responsibilities

Secretary/Treasurer

Overview

The WACO Secretary/Treasurer is elected annually by the WACO Membership from nominations. This position is a one-year term and is a member of the WACO Executive Officers, WACO Board of Trustees, WACO Budget Committee, and chairs the Audit Committee. As Secretary/Treasurer, this position is expected to attend the FOUR board meetings annually as well as the annual Budget Committee meeting. The Secretary/Treasurer also reviews and approves the meeting minutes of each meeting to ensure accurate records. The Secretary/Treasurer reviews the monthly reports that are submitted by the Finance and Administration Manager. These reports will be discussed by the Secretary/Treasurer and the other members of the Audit Committee quarterly. Any questions or concerns regarding those reports will be answered by the Finance and Administration Manager. After each Audit Committee meeting the Secretary/Treasurer is responsible for typing up a report to be included in the Board Meeting packet. The Secretary/Treasurer will present at each board meeting the Audit Committee report. The Secretary/Treasurer reviews and approves WACO's credit card statement and WACO staff leave reports monthly.

Responsibilities / Duties

According to WACO Bylaws, the Secretary/Treasurer shall:

- Review for approval the minutes of the annual meeting and special meetings of the Association.
- Review for approval the minutes of all meetings of the Board of Trustees.
- Review for approval a record of the finances of the Association from the certification by the Executive Director, as provided in Article VI, Section 6.1, Subsection I.
- Chair the Audit Committee.
- Automatically become 2nd Vice President in the event of a vacancy in the office of 2nd Vice President.
- In the event of vacancies in the offices of the President, Vice President, and 2nd Vice President, shall automatically become the President.

Committee Membership / Responsibilities

Executive Officers

The WACO 2nd Vice-President serves as one of five executive officers along with the WACO President, Vice President, Secretary-Treasurer, and Immediate Past-President. This committee plays an ongoing, direct role working with the WACO Executive Director on Board agenda and Association matters. Executive Officers serve in an important vetting and agenda setting role related to the Board and organization as a whole.

Budget Committee

The budget committee meets annually in May and, with support from the WACO Executive Director and Finance and Administration Manager, determines preliminary budget recommendations to be delivered to the WACO Board of Trustees in May. Their budget recommendations include any changes in county reimbursements, operating budget, and reserve funds for the upcoming fiscal year.

According to WACO policy, the budget committee's duties include:

- Preparing a preliminary budget aligned with the Strategic Plan for the Board of Trustees' review consideration;
- Presenting the budget to the Board of Trustees for approval at the July Board meeting;
- Responding to recommendations for budget modifications during the fiscal year as needed; and
- Monitoring the overall financial condition of the Association and making recommendations to the Board of Trustees on actions necessary for the long-term financial stability of the Association.

Audit Committee

The Secretary/Treasurer chairs the WACO Audit Committee

According the WACO Bylaws, In addition to other duties tasked by the President or Board of Trustees, the Audit Committee shall be charged with:

- Quarterly reviewing the Association's financial condition, financial activities, and financial controls
- Complete its written conclusions and recommendation by the first day of June.

Washington Counties Building Management Committee

The five WACO executive officers serve, along with the members of the Washington State Association of Counties (WSAC) executive committee, on the Washington Counties Building Management Committee. WACO and WSAC co-own the Washington Counties Building. The WSAC and WACO Executive Directors serve as building managers. The Management committee meets twice annually to:

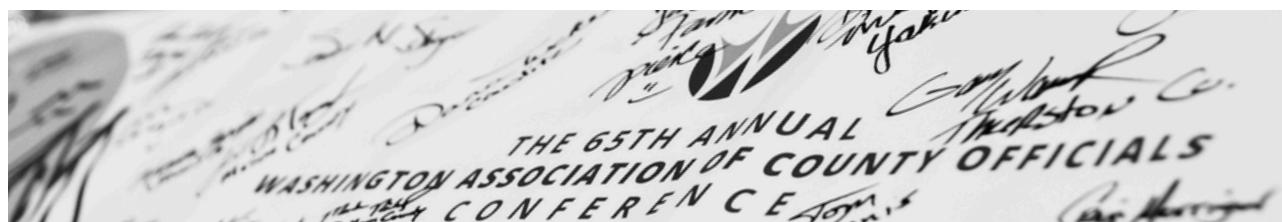
- Review capital improvement plans
- Review status of building reserve funds
- Review and approve as appropriate budget and factors impacting proposed changes
- Review status of tenant lease agreements.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate in each of these events is necessary.*

WACO Annual Conference and Membership Meeting	Washington Counties Building Management Committee Meetings	Executive Officers Meetings
4 days - Last week of September or first week of October annually	Twice annually, one in April	Virtually 1-2 hours monthly
WACO Board meetings	Audit Committee	Budget Committee
2 days in March, one day in July, 2 days in late November / early December.	One hour quarterly	One day in May



SIGNED 2023 CONFERENCE BANNER GIFTED TO PAST WACO PRESIDENT & THURSTON COUNTY TREASURER, JEFF GADMAN.

Executive Officer Responsibilities

WACO Past Presidents

Overview

WACO Bylaws establish designated roles for the two most recent past presidents.

Responsibilities / Duties

The Immediate Past-President shall:

- Serve on the Budget Committee with eligibility to chair the Budget Committee, if requested by the current President.
- Executive Committee
- Conference Committee
- Chair the Legal Committee - an ad hoc committee with support from WA Association of County Prosecutors or a WACO Prosecutor member. In addition to other duties tasked by the President or Board of Trustees, the Legal Committee is charged overseeing duties and procedures outlined in WACO's Legal Advice and Legal Brief policies.

The Past-President shall:

- Serve on the Budget Committee with eligibility to chair the Budget Committee, if requested by the current President.
- Executive Committee – while WACO Bylaws do not list the past-president as an executive officer, the association has in practice traditionally include the past president on the executive committee.

The past presidents play an important role in training incoming leadership and in ensuring continuity of policy and practice.



2019 WACO BOARD OF TRUSTEES

WACO Member Committees

Overview

In addition to the three leadership-level committees of WACO, the budget, executive, and Washington Counties Building management committees, WACO has numerous committees comprised of WACO members, as well as external boards and commissions with designated WACO-nominated members. **You can view current WACO Legislative Advocacy work by visiting www.countyofficials.org/232/Legislative-Advocacy**

WACO Standing Committees -

Legislative Committee

Purpose / Duties:

- Facilitating the development of the legislative proposals of the Association;
- Reviewing legislation introduced affecting the Association, its membership, or the services provided by either;
- Coordinating the legislative activities of the affiliated groups to avoid conflicting differences between affiliate groups of the Association;
- Meeting regularly during the legislative session and as needed during other times of the year; and
- Having the last committee meeting at the end of the legislative session without WACO staff present, to solicit feedback from the affiliate legislative chairs on whether or not WACO's legislative services were equitably provided. Any identified issues would be reported to the Board with a recommended strategy to resolve the inequity.

Membership: The Chair(s) of each affiliate's legislative committee. Chaired by the WACO Vice President.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

Monthly meetings during interim	
1-2 hours	
Weekly meetings during legislative session	
1-2 hours	
WACO Day on the Hill (In-Person)	
Full Day, mid-late January	

2025 WACO DAY ON THE HILL EVENT

Education Committee

Purpose / Duties:

- Facilitate the recommendation of WACO educational programs.
- Present recommendations to the Executive Director, prior to the annual Budget Committee meeting, a summary of proposed education program(s) for ensuing year. (i) Education/Training programs proposed by staff to be provided by WACO will be vetted by the Education Committee for relevance and priority.
- Assist the Executive Director with recommendations in the planning of the annual meeting.
- The Education Committee is responsible for facilitating the development of WACO education programs including planning education, meeting, and speaker events during the annual conference.
- The Education Committee is responsible for assisting in the planning of the annual business meeting.

Membership: The Chair(s) of each affiliate's Education Committee. The WACO 2nd Vice President Chairs the committee.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

Monthly meetings

1 hour

Audit Committee

Purpose / Duties:

- Quarterly reviewing the Association's financial condition, financial activities, and financial controls
- Complete its written conclusions and recommendation by the first day of June.

Membership: 3-5 WACO member appointed by the WACO President. Majority may not be WACO Board members. The WACO Secretary / Treasurer Chairs of the Committee.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

Quarterly meetings

1-2 hours



EDUCATION SESSION AT THE 2022 NEWLY ELECTED OFFICIALS CONFERENCE

Conference Committee

Purpose / Duties:

- Providing advice and guidance to WACO staff on the annual WACO conference, with the exception of the education break-out sessions and keynote speakers, which will be identified by the Education Committee; and
- Planning, in consultation with WACO staff non-educational events including, but not limited to, entertainment, recognition events, and evening meals

Membership: Current and immediate WACO past-presidents, WACO Vice President, and one additional member.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate may be necessary.*

Monthly meetings Q1-Q3	Review & feedback on current year guidelines, program, keynotes. (Q1-Q3)
1 hour; 7-8 meetings total.	
Review & select of venue for upcoming year(s) (Q1)	
1-2 hours	Full day, mid-late January

Personnel Committee

Purpose / Duties:

- Annually review and provide feedback to the Executive Director on amendments to job descriptions
- Bi-annually review salary and benefit ranges for each staff position WACO Policies and Standard Operating Procedures 22 | Page and present any recommended changes to the President and Executive Director prior to the annual Budget Committee meeting
- Review the WACO Personnel Policy and present any recommendations for modifications to the Board of Trustees.
- Present recommended personnel salary/benefits to Board at March meeting.
- The Personnel Committee shall have no authority over, nor shall it involve itself in, any personnel matters of the Association staff.

Membership: 5-7 WACO members appointed by the President

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate may be necessary.*

At least one meeting in January or February to prepare recommendations for Board in March	Brief meeting in early May to review annual CPI data and make recommendations related to COLA to budget committee
2-3 hours	1 hour

Nominating Committee

Purpose / Duties:

- Promote and facilitate the list of candidates from the Associations membership to fill run for election for seats on the Associations Board of Trustees and Executive Officers
- Ensure that candidates are knowledgeable of the requirements of the position he or she is running for.
- Nominating Committee shall, at least biennially, review the Nominating Committee Policy adopted by the Board and make any recommendations to the Board.

Membership: A representative from each affiliate group appointed by the affiliate president and a WACO member appointed by the President.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate may be necessary.*

3-4 brief meetings between August and late September to review nominees and applications from candidates for WACO Board of Trustees

3 hours total

Legal Committee

Purpose / Duties:

- Oversee duties and procedures related to WACO's pursuit of legal advice and/or participation in legal briefs.

Membership: Immediate past-President of WACO and the Prosecutor Affiliate representative or other prosecutor WACO member.

Important Dates / Activities & Time Commitment

Usual timeframe and estimated minimum hours per month below.

**Additional time for reviewing materials and preparation to participate may be necessary.*

As needed

Typically less than one convening per year and a couple hours of potential discussion / legal work.



2019 WACO DAY ON THE HILL EVENT

External Boards and Commissions on which WACO Nominates / Appoints Members

Forensic Investigations Council (RCW 3.103)

Purpose / Duties:

- To preserve and enhance the state crime laboratory and state toxicology laboratory, which are essential parts of the criminal justice and death investigation systems in the state of Washington;
- To fund the death investigation system and to make related state and local institutions more efficient;
- To provide resources necessary for the performance, by qualified pathologists, of autopsies which are also essential to the criminal justice and death investigation systems of this state and its counties;
- To improve the performance of death investigations and the criminal justice system through the formal training of county coroners and county medical examiners;
- To establish and maintain a dental identification system; and
- To provide flexibility so that any county may establish a county morgue when it serves the public interest.

Positions: WACO submits one nominee each for the coroner and medical examiners positions on the council.

Term: Four-year renewable

State Auditor's Office Local Government Advisory Committee

Purpose / Duties:

Review state and federal legislation and proposed changes from the Governmental Accounting Standards Board (GASB). GASB is the primary authority that determines Generally Accepted Accounting Principles (GAAP) for state and local governments. The Committee also advises the State Auditor's Office on issues relating to the prescription of a uniform financial reporting system for cities and counties.

Positions: WACO submits one nominee each for the Coroner and Medical Examiners positions on the council.

Positions: Two WACO nominees, traditionally one County Treasurer and one County Auditor

Term: 3-year terms; may be renewed once.



Why Serve?



Thad Duvall, Douglas County Auditor

Auditors Trustee

County Government works best when Elected Officials all work together to provide excellent services to the public. WACO is an organization that fosters good communication and cooperation between elected offices and provides an opportunity for a united legislative effort. Serving on the WACO Board or its committees will expand a persons knowledge and understanding of the other offices in the Courthouse and lead to better relationships and greater cooperative effort.



Danny Hagen, Skagit County Assessor

Secretary/Treasurer

Serving on the WACO Board gives me the chance to contribute to something bigger than my own office. It's helped me build relationships across county lines, understand the broader challenges we all face, and be part of real conversations about how to move forward. If you care about improving how we serve our communities, this is a great place to get involved and make a difference.



Dan Lindgren, Grays Harbor County Assessor

Assessors Trustee

As a new board member I'm still figuring this out. My initial intent was and is to learn more about the Washington Association of County Officials so I can be a more effective partner with WACO. Ask me again next year and I'm sure I'll have a more informed answer!



Washington Association
of **COUNTY OFFICIALS**



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