



SOUND CITIES ASSOCIATION

38 Cities. A Million People. One Voice.

SCA Board of Directors AGENDA

January 13, 2023

9:30 AM – 10:05 AM

VFW Enumclaw - 44426 244th Ave SE, Enumclaw, WA 98022

- 1) **Call to Order** – President Angela Birney 2 minutes
- 2) **Public Comment** 5 minutes
- 3) **Consent Agenda** 3 minutes
 - a. Minutes of the December 21, 2022 SCA Board of Directors Meeting [Attachment 1](#)
 - b. September 2022 and October 2022 Finance Committee Meeting [Attachments 2-5](#)

Recommended Action: *Approval of the consent agenda consisting of the minutes of the December 21, 2022 SCA Board of Directors Meeting; and the September 2022 and October 2022 financial reports*
- 4) **Election of 2023 SCA Board Officers** – Board Nominating Committee 5 minutes
Recommended Action: *Election of 2023 SCA Board President, Vice President, Secretary, and Treasurer.*
- 5) **2023 Meeting Schedule** 3 minutes
Recommended Action: *Adoption of 2023 Meeting Schedule.* [Attachment 6](#)
- 6) **Conflict of Interest Statement** 2 minutes
[Attachment 7](#)
- 7) **Financial Report** – David Hoffman, Executive Director 5 minutes
 - a. 2023 Reserves [Attachment 8](#)
Recommended Action: *Approval of 2023 Financial Reserves.*
 - b. HomeStreet Bank Accounts
Recommended Action: *To authorize the 2023 Board Officers of President; Vice President; and Treasurer as signers for HomeStreet Bank accounts held by SCA, in addition to the SCA Executive Director.*
- 8) **Discussion Items/Updates** 10 minutes
 - a. 2023 Board Committees
 - b. Staff Committee Appointments
Recommended Action: *Appointment of members to SCA Regional Staff Committees*
 - c. Upcoming Events
 - i. City Compost Requirements Event
 - ii. Appointee Orientation
- 9) **Adjourn**

Upcoming Events/Meetings

- a. *SCA Public Issues Committee Meeting – Wednesday, February 9, 2023*
- b. *City Compost Requirements Event – Friday, February 10, 2023 – 2:00 PM – 3:30 PM - Virtual*
- c. *SCA Board of Directors Meeting – Wednesday, February 15, 2023 – 10:00 AM to Noon*

Sound Cities Association

Mission

To provide leadership through advocacy, education, mutual support and networking to cities in King County as they act locally and partner regionally to create livable vital communities.

Vision

Capitalizing on the diversity of our cities to lead policy change to make the Puget Sound region the best in the world.

Values

SCA aspires to create an environment that fosters mutual support, respect, trust, fairness and integrity for the greater good of the association and its membership.

SCA operates in a consistent, inclusive, and transparent manner that respects the diversity of our members and encourages open discussion and risk-taking.

Guiding Principles

- Assume that others are acting with good intent
- No surprises!
- Have each other's backs
- Think about who is not at the table
- Be candid, but kind
- Once a decision is made, work together to make it work
- Show up to meetings prepared
- Be fully present and engaged during meetings
- Extend grace to others – cut them some slack
- Remain open-minded
- Respect differing views



SOUND CITIES ASSOCIATION

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SCA Board of Directors

DRAFT Minutes

December 21, 2022

VIRTUAL

10 AM - Noon

1) Call to Order

SCA President Angela Birney called the meeting to order at 10:03 AM. Present were members Amy Ockerlander, Traci Buxton, James McNeal, Ed Prince, Jan Molinaro, Mary Lou Pauly, Bill Boyce, Jeff Wagner, Carl Cole, and Wendy Weiker, and SCA staff David Hoffman, Brian Parry and Leah Willoughby. Member De'Sean Quinn joined the meeting at 10:33 AM. Absent was member Jim Ferrell.

2) Public Comment

President Birney asked if there were any members of the public present for comment. Hearing none, this portion of the agenda was closed.

3) Consent Agenda

President Birney asked for any questions or concerns regarding items in the consent agenda.

Wagner Moved, Seconded by Pauly to approve the consent agenda consisting of the minutes of the December 21, 2022 Board of Directors Meeting; and the September 2022 and October 2022 financial reports. The motion passed unanimously.

4) President's Report

President Birney thanked the board for their work in 2022, and noted looking forward to serving as Immediate Past President in 2023. Birney acknowledged and thanked outgoing 2022 Board Members Jeff Wagner and Ed Prince, and noted new board members elected for 2023. Birney thanked SCA staff for their work during the Executive Director transition.

5) Executive Director's Report

Executive Director David Hoffman recent and upcoming events. In the interest of time, Hoffman moved to the next item on the agenda.

6) Treasurer's Report

Treasurer Jeff Wagner reported on the December 13, 2022 Finance Committee [Meeting](#) .

Wagner reported that the December 13 meeting was rescheduled from November 29 due to quorum. The majority of meeting was spent discussing draft 2023 SCA budget. SCA is in good financial standing going in to 2023.

Wagner summarized sponsorships, including total sponsorship income received to-date; sponsorship payments received since the last meeting of the board; and status of outstanding sponsorship invoices. SCA is on track to be on budget for sponsorship income for 2022.

There were no further updates for the treasurer's report.

7) PIC Chair's Report

PIC Chair Bill Boyce and SCA Policy Director reported on the December 14, 2022 Public Issues Committee [Meeting](#)

a. AWC Housing Solutions Work Group Recommendations

Policy Director Brian Parry reported that Carl Schroeder, Association of Washington Cities (AWC) Deputy Director of Government Relations, presented on the recommendations of the AWC Housing Solutions Work Group.

PIC members provided feedback on the recommendations. Staff will continue to report updates to the PIC and board.

b. 2023 SCA Regional Board and Committee Appointments

Policy Director Brian Parry reported that the PIC recommended to the SCA Board of Directors appointments for 2023 SCA regional board and committee appointments, as recommended by the PIC Nominating Committee.

Boyce Moved, Seconded by Pauly to approve appointments to 2023 Regional Boards and Committees, as recommended by the PIC Nominating Committee and the PIC, including a finding of exceptional circumstances to exceed term limits for appointments to King Conservation District Advisory Committee; PSRC Transportation Policy Board; and Regional Water Quality Committee. The motion passed unanimously.

c. Election of the 2023 SCA PIC Chair and Vice Chair

PIC Chair Bill Boyce reported that the PIC unanimously appointed Bill Boyce, Kent as PIC Chair and Chris Roberts, Shoreline, as PIC Vice Chair for 2023. Both Boyce and Roberts will be serving their second year in their respective positions.

d. 2023 Legislative Priorities

Policy Director Brian Parry reported that the PIC unanimously recommended the SCA Board of Directors the 2023 Legislative Agenda. Parry noted the work by the Legislative Committee and SCA staff on developing and refining the language.

Boyce Moved, Seconded by Prince to adopt the 2023 SCA Legislative Agenda, as recommended by the PIC. The motion passed unanimously.

President Birney thanked the Legislative Committee and SCA policy staff on work to form and finalize the legislative agenda.

e. PIC Meeting Format

Policy Director Brian Parry reported that staff discussed format of future PIC meetings; PIC members provided feedback.

8) Regional Staff Committee Appointments

Policy Director Brian Parry reviewed for the group applications received for 2023 SCA Regional Staff Committees. After discussion, the Board took the following actions:

Wagner moved, seconded by Molinaro to appoint Mark Newman, Pacific, as member to the Interjurisdictional Team (IJT) Growth Management Planning Council. The motion passed unanimously.

Wagner moved, seconded by Ockerlander to appoint Bob Sterbank, Auburn, from alternate to member; and appoint Jeff Churchill, Redmond; Diana Hart, Kirkland; and Andrea Snyder, Issaquah as alternates to the PSRC Regional Staff Committee.

Pauly moved, seconded by Boyce to appoint the slate of members and alternates to the Affordable Housing Interjurisdictional Team; the King County Regional Automated Fingerprint Identification System (AFIS) Advisory Committee; the PSRC Bicycle and Pedestrian Advisory Committee (BPAC); and the PSRC Transportation Demand Management Advisory Committee as shown on [Attachment B](#) . The motion passed unanimously.

9) Regional Homelessness Authority Update

Birney reported that the Regional Homelessness Authority (KCRHA) Governing Board met, and noted discussion and approval of 2023 budget. Work is continuing on the five-year plan. Birney reported that the KCRHA Governing Board is continuing to meet, and the SCA members on the board continue to work to bring the voices of SCA to the table. Ed Prince reported that a copy of the five-year plan is expected to be shared with Governing Board before the end of the day. Birney noted success of the authority in responding to emergency shelter during the severe weather.

10) City Manager's Report

CM Carl Cole reported on the December 2022 City Manager/City Administrator Meeting. Meeting included a legislative update from Candice Bock, Association of Washington Cities; a round table to discuss the future of 911, 988, and behavioral health; and a discussion with Steve Hawley, MRSC and staff from the city of Shoreline regarding levy lid lifts results/pipeline. The City Managers/City Administrators continue to meet monthly.

11) Leadership Advisory Council Update

President Birney reported that Leadership Advisory (LAC) met in person in December. There were no actions to report.

12) Equity and Inclusion Cabinet Update

Equity and Inclusion Cabinet Chair Ed Prince reported that the Equity and Inclusion Cabinet met on November 30. Prince and Executive Director David Hoffman noted that discussions included topics of possible email update, and SCA appointment processes. Email update has since been sent out by staff. Equity and Inclusion cabinet continues to meet monthly. Prince noted need for a Vice Chair to be named for 2023 to provide updates for the board.

13) Legislative Committee Update

President Birney briefly summarized process of developing the legislative agenda, and noted that this topic was also discussed earlier in the agenda, during the PIC Chair Update.

14) Discussion Items/Updates

- a. 2022 Annual Meeting
President Birney noted successful annual meeting, despite inclement weather. The membership approved the 2023 Budget, including the 2023 member city dues, and the approved the proposed bylaws amendment. Birney thanked board members for their attendance.
- b. Caucus Meetings/Board Elections
President Birney noted successful caucus meetings. Two new members were elected to the 2023 SCA Board of Directors: Councilmember Amy Falcone, Kirkland, and Mayor Armondo Pavone, Renton, as caucus representative for the North Caucus and South Caucus, respectively. Current board member De'Sean Quinn was elected to a second term for the South Caucus. Current member Wendy Weiker was elected to a third term for the North Caucus.
- c. Metro Leadership
Policy Director Brian Parry reported that a letter was sent by SCA Executive Director David Hoffman in support of Michelle Allison's appointment as General Manager of King County Metro Transit. Members expressed support of this appointment.
- d. Board and Committee Appointee Orientation
This item was discussed earlier on the agenda.
- e. Upcoming Events
President Birney noted upcoming events and encouraged members to attend.
 - i.) SCA Lunch and Learn – Behavioral Health
 - ii.) HB 1799 Event
- f. 2023 SCA Board Retreat
SCA Executive Director David Hoffman reported that the 2023 SCA Board Retreat had been set for January 13, 2023. Additional information will be shared out with members via email.
- g. 2023 Board Committees
President Birney noted that volunteers would be needed for 2023 board committees. Interested individual should communicate interest to board leadership or SCA Executive Director David Hoffman.
- h. Discussion on 2023 Priorities
This item will be brought back for discussion at a future meeting of the Board.
- i. 2022 SCA Accomplishments
Members noted accomplishments of SCA and the SCA board during 2022.

15) For the good of the order

There were no items for the good of the order.

16) Adjourn

The meeting was adjourned by President Birney at 11:58 AM.

December 21, 2022 SCA Board of Directors

Attachment A: Chat Log

10:11:47 From Amy Ockerlander, Duvall To All Panelists:

FYI: I will need to step out at 11 for a work meeting with the Exec's office, but should be back by 11:30

10:22:35 From David Hoffman - SCA To All Panelists:

sorry about my video/bandwidth issues...

10:24:18 From Ed Prince, Renton To All Panelists:

Brb, work call

10:54:17 From Amy Ockerlander, Duvall To All Panelists:

Sorry - Lily is vying for attention and decided to run after another golden and family cross-country skiing on our street... My daughter is not keeping up her end of the bargain in managing her today 🤪

10:54:36 From Amy Ockerlander, Duvall To All Panelists:

She doesn't care it is only 7 degrees...

10:55:04 From David Hoffman - SCA To All Panelists:

lol

10:59:26 From Amy Ockerlander, Duvall To All Panelists:

agree DeSean. See you all again shortly!

11:00:08 From Wendy Weiker, Mercer Island To All Panelists:

In my experience local support of local gov depends on the specificity and justification of the ask...

11:09:23 From Desean Quinn, Tukwila To All Panelists:

time management

11:11:25 From Wendy Weiker, Mercer Island To All Panelists:

in fact the world often m/aligns against elected officials rather than orbit around us.... :)

11:13:20 From Wendy Weiker, Mercer Island To All Panelists:

Deanna/AWC is making DEIB a focus area and hiring a resource for all cities to learn/grow with as we all seek to do better. More in the first Q o the year when that LT position is filled

11:17:26 From Angela Birney, Redmond To All Panelists:

Guiding Principles

- Assume that others are acting with good intent
- No surprises!

- Have each other's backs
- Think about who is not at the table
- Be candid, but kind
- Once a decision is made, work together to make it work
- Show up to meetings prepared
- Be fully present and engaged during meetings
- Extend grace to others – cut them some slack
- Remain open-minded
- Respect differing views

11:17:43 From David Hoffman - SCA To All Panelists:

BINGO

11:23:56 From Desean Quinn, Tukwila To All Panelists:

Policies last longer than transactional conversations

11:56:27 From Traci Buxton, Des Moines To All Panelists:

Time is short and I wanted to say; what a privilege it is to say that I have served with both of you! Incredibly kind, wise, resourceful and with great humor, you have graced us all and added to our lives and service. Thank you, thank you!!

11:56:32 From Carl Cole | City of SeaTac To All Panelists:

Thank you both for your service to the Board and the Region:)

12:01:26 From Desean Quinn, Tukwila To All Panelists:

Sorry I have to drop off

2023 SCA Regional Staff Committee Appointments



Affordable Housing Interjurisdictional Team

Terms Expire 12/31/2023; No defined limit to number of members

Seat	Name	City	Caucus
Member	Chris Pasinetti	Enumclaw	SV
Member	Jamie Burrell	North Bend	SNO
Member	Sarah Bridgeford	Federal Way	S
Member	Evan Maxim	SeaTac	S
Member	Thara Johnson	Bellevue	N
Member	Ian Lefcourte	Redmond	N

King County Regional Automated Fingerprint Identification System (AFIS) Advisory Committee

Terms Expire 12/31/2023

Seat	Name	City	Caucus
Member	Jeff Magnan	Mercer Island	N

Interjurisdictional Team (IJT) Growth Management Planning Council

Terms Expire 12/31/2023

Seat	Name	City	Caucus
Member	Mike McCarty	North Bend	SNO
Member	Angie Mathias	Renton	S
Member	Carol Helland	Redmond	N
Member	Mark Newman	Pacific	SV

PSRC Bicycle and Pedestrian Advisory Committee (BPAC)

Terms Expire 12/31/2023; Up to 6M/6A

Seat	Name	City	Caucus
Member	Erik Preston	Kent	S
Member	Tobin Bennett-Gold	Kenmore	N
Member	Kimberly Scrivner	Kirkland	N
Member	James Webb	Auburn	S
Member	Doug McIntyre	Sammamish	N
Member			

South Central Action Area Caucus Group (SCAACG)

Seat	Name	City	Caucus
Member	(vacant)		
Alternate	(vacant)		

Veterans, Seniors and Human Services Advisory Board

Terms Expire 5/31/2025

Seat	Name
Member	Maryjane Van Cleave (Vulnerable pop. Subcommittee)
Member	Lori Guilfoyle (Seniors Subcommittee)
Member	Pete Lewis (Veterans Subcommittee)

PSRC Transportation Demand Management Advisory Committee

Terms Expire 12/31/2023; Up to 5M/5A

Seat	Name	City	Caucus
Member	Alison Turner	Tukwila	S
Member	Victoria Bean	Auburn	S
Member	Anthony Avery	Federal Way	S
Member	LaNaya Taylor	Redmond	N
Member	(vacant)		

PSRC Regional Project Evaluation Committee (RPEC)

Three-Year Terms Expire 12/31/2024

Seat	Name	City	Caucus
Member	Nytasha Walters	Shoreline	N
Member	Chad Bieren	Kent	S
Member	Jim Seitz	Renton	S
Member	Joel Pfundt	Kirkland	N
Member	Larissa Polanco	Duvall	SNO
Alternate	Kamal Mahmoud	SeaTac	S
Alternate	John Mortenson	Issaquah	N
Alternate	Jeff Hamlin	Snoqualmie	SNO
Alternate	Doug McIntyre	Sammamish	N
Alternate	Ingrid Gaub	Auburn	S

PSRC Regional Staff Committee

Terms Expire 12/31/2023

Seat	Name	City	Caucus
Member	Chip Vincent	Renton	S
Member	Brian Davis	Federal Way	S
Member	Bob Sterbank	Snoqualmie	SNO
Alternate	Jeff Churchill	Redmond	N
Alternate	Diana Hart	Kirkland	N
Alternate	Andrea Snyder	Issaquah	N

Sound Cities Association

Balance Sheet

As of September 30, 2022

1110 HomeStreet Bank		207,515.15
1120 HomeStreet Bank - Money Market		457,718.64
1130 PayPal Bank		3,576.89
1140 Time Value Investments		300,000.00
Total Bank Accounts	\$	968,810.68
Total Accounts Receivable	\$	22,000.00
1499 Undeposited Funds		0.00
1550 Prepaid Expenses		0.00
Total Other Current Assets	\$	0.00
Total Current Assets	\$	990,810.68
Fixed Assets		
1410 Furniture and Fixtures		31,060.23
1415 Computers		4,891.71
1420 Accumulated Depreciation		-35,490.26
Total 1400 Fixed Assets	\$	461.68
Total Fixed Assets	\$	461.68
Other Long-term Assets		0.00
Total Other Assets	\$	0.00
TOTAL ASSETS	\$	991,272.36
Total Accounts Payable		
	\$	3,131.96
2200 HomeStreet Credit Card		6,975.06
Total Credit Cards	\$	6,975.06
2300 Accrued Payroll		10,011.45
2110 Federal Withholding		0.00
2111 Direct Deposit Liabilities		0.00
Total 2140 Medicare	\$	0.00
2150 SDI		0.00
2405 FUTA		340.25
2410 SUI		336.87
Total 2415 FIT, SS, Medicare - 941	\$	4,898.71
2420 L&I		589.89
2425 WA Paid Family & Medical Leave		286.80
2430 PERS 2 Company Contribution		0.00
2435 PERS Payable		9,930.42
2440 DCAP / FSA Payable		-0.07
2445 DRS DCP Payable		525.00
2450 Medical/Dental/Vision/Life Ins		0.00
2460 Accrued Vacation Pay		72,523.76
2470 w/held VLTD Buy Up		0.00
2499 Payroll Corrections		0.00
Car Allowance Payable		0.00
Total 2400 Payroll Liabilities	\$	89,431.63
Deferred Revenue		0.00
Total Other Current Liabilities	\$	99,443.08
Total Current Liabilities	\$	109,550.10
Total Liabilities	\$	109,550.10
Equity		
3110 Equipment Purchase Reserve		15,000.00
3120 Operations Reserves		428,767.00
3130 Contractual Obligations Reserve		106,194.00
3140 Legal Reserves Fund		25,000.00
Total 3100 Board Designated Reserves	\$	574,961.00
3200 Board Designated Contra		-574,961.00
3300 Fund Balance (Prior Years)		716,398.19
3999 Opening Bal Equity		0.00
Net Income		165,324.07
Total Equity	\$	881,722.26
TOTAL LIABILITIES AND EQUITY	\$	991,272.36

Accrual Basis LW

**Sound Cities Association
Profit and Loss by Month
January - September, 2022**

	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Total
1010 Member Dues	749,539.23									749,539.23
1020 Membership/Sponsorships	86,000.00	9,500.00	4,000.00	3,000.00	1,000.00				12,000.00	115,500.00
1030 Registration/Dinners Revenue			5,560.00			0.00	1,220.00	-20.00	3,740.00	10,500.00
1040 Interest Income	70.58	99.46	118.71	114.53	112.55	98.25	66.79	62.13	55.87	798.87
1150 CC Points Redeemed for Credit		275.00			225.00		125.00			625.00
Total Income	\$ 835,609.81	\$ 9,874.46	\$ 9,678.71	\$ 3,114.53	\$ 1,337.55	\$ 98.25	\$ 1,411.79	\$ 42.13	\$ 15,795.87	\$ 876,963.10
Gross Profit	\$ 835,609.81	\$ 9,874.46	\$ 9,678.71	\$ 3,114.53	\$ 1,337.55	\$ 98.25	\$ 1,411.79	\$ 42.13	\$ 15,795.87	\$ 876,963.10

	2022 Budget	Difference
1010 Member Dues	749,539.22	0
1020 Membership/Sponsorships	97,000.00	6,500.00
1030 Registration/Dinners Revenue	10,000.00	-3,220.00
1040 Interest Income	1,000.00	-319.13
1150 CC Points Redeemed for Credit	0	625
Total	\$787,093.00	3,585.87

	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Total
Total 5100 Salaries	\$ 47,791.20	\$ 47,791.21	\$ 47,791.16	\$ 47,791.16	\$ 47,792.87	\$ 179,050.31	\$ 32,106.68	\$ 32,106.66	\$ 33,066.67	\$ 515,287.92
5210 Taxes-FUTA	83.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.76	89.10
5220 Taxes-SUTA	385.46	342.01	353.19	262.47	215.66	166.08	152.88	119.19	95.96	2,092.90
5230 Taxes - FICA, Medicare - 941	3,687.14	3,662.41	3,662.39	3,662.38	3,684.74	7,988.96	2,456.17	2,456.14	2,529.60	33,789.93
5240 Taxes - L & I	30.61	137.65	137.65	173.38	101.95	81.56	81.59	81.56	86.66	912.61
5250 Taxes-FMLA	122.16	122.16	122.16	122.16	122.90	214.27	81.22	81.22	83.65	1,071.90
Total 5200 Payroll Taxes	\$ 4,308.71	\$ 4,264.23	\$ 4,275.39	\$ 4,220.39	\$ 4,125.25	\$ 8,450.87	\$ 2,771.86	\$ 2,738.11	\$ 2,801.63	\$ 37,956.44
5310 Pension Plan Contributions	4,898.60	4,898.60	4,898.60	4,898.60	4,898.60	3,927.68	3,290.94	3,290.94	3,335.88	38,368.34
5320 Medical/Dental/Vision/Life Ins	5,284.80	5,284.80	5,284.80	5,284.80	5,284.80	4,485.33	3,685.86	3,685.86	3,685.86	41,966.91
5330 Professional Development				819.95	29.95	29.95	519.95	29.95	29.95	1,459.70
Total 5340 Travel Reimburse	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 350.59	\$ 137.04	\$ 378.10	\$ 0.00	\$ 3,091.65
Total 5300 Staff Benefits	\$ 10,683.40	\$ 10,683.40	\$ 10,683.40	\$ 11,503.35	\$ 10,743.25	\$ 8,793.55	\$ 7,359.71	\$ 7,384.85	\$ 7,051.69	\$ 84,886.60
Total 5000 Staff	\$ 62,783.31	\$ 62,738.84	\$ 62,749.95	\$ 63,514.90	\$ 62,661.37	\$ 196,294.73	\$ 42,238.25	\$ 42,229.62	\$ 42,919.99	\$ 638,130.96
6100 Rent	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	23,758.56
6310 Copier/Printer Lease & Maint	231.06	231.06	231.06	231.06	231.06	248.72	462.12	231.06	248.72	2,345.92
6320 Outside Printing & Publication			266.66	22.24						288.90
Total 6300 Printing and Publication	\$ 231.06	\$ 231.06	\$ 497.72	\$ 253.30	\$ 231.06	\$ 248.72	\$ 462.12	\$ 231.06	\$ 248.72	\$ 2,634.82
6420 Website Design/Hosting	30.00	30.00	30.00	77.33	30.00	30.00	60.00	30.00	30.00	347.33
6430 IT Equipment		0.00							2,206.66	2,206.66
6440 Software/Subscriptions	1,092.52	405.01	216.42	228.98	228.98	1,743.44	232.29	213.54	279.86	4,641.04
Total 6400 IT	\$ 1,122.52	\$ 435.01	\$ 246.42	\$ 306.31	\$ 258.98	\$ 1,773.44	\$ 292.29	\$ 243.54	\$ 2,516.52	\$ 7,195.03
6500 Cell Phone Service	256.50	256.10	256.10	256.05	255.90	255.90	250.28	251.11	251.11	2,289.05
6600 CC, Banking & Other Fees	5.00	5.00	5.00	5.00	104.00	40.00	137.00	10.00	5.00	316.00
Total 6700 Accounting Fees	0	0	0	0	0	0	0	0	0	0
6800 Legal Fees	0	0	0	0	0	0	0	0	0	0
6900 Office Supplies / Misc.	33.58	26.21	282.04	354.55	43.68	395.23	321.10	42.48	27.72	1,526.59
Total 6000 Office / Overhead	\$ 4,288.50	\$ 3,593.22	\$ 3,927.12	\$ 3,815.05	\$ 3,533.46	\$ 5,353.13	\$ 4,102.63	\$ 3,418.03	\$ 5,688.91	\$ 37,720.05
7100 Food/Beverage/Rentals				4,395.67			10.00	1,000.00	3,709.59	9,115.26
7200 Event Pmts Processing Fee			308.22	24.28		0.00	83.36		163.11	578.97
Total 7000 Event Expenses	\$ 0.00	\$ 0.00	\$ 308.22	\$ 4,419.95	\$ 0.00	\$ 0.00	\$ 93.36	\$ 1,000.00	\$ 3,872.70	\$ 9,694.23
8100 Insurance (D&O)							1,774.00			1,774.00
8200 Awards / Recognition			0.00				411.90		0.00	411.90
8300 Retreats/Mtgs/Conf/Dues/Events	521.11	1,500.00	1,952.33	-434.51	150.23	3,136.68	126.66	475.00	100.36	7,527.86
8400 Consultants/Special Projects	0	0	0	0	0	0	0	0	0	0
Total 8000 Board / Org Development	\$ 521.11	\$ 1,500.00	\$ 1,952.33	\$ -434.51	\$ 269.23	\$ 3,151.71	\$ 2,312.56	\$ 475.00	\$ 100.36	\$ 9,847.79
9000 Contingency Fund	0.00	0.00	0.00	0.00	363.26	76.00	13,573.96	0.00	0.00	14,013.22
Depreciation	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	1,433.25
Total Expenses	\$ 67,752.17	\$ 67,991.31	\$ 69,096.87	\$ 71,474.64	\$ 66,986.57	\$ 205,034.82	\$ 62,480.01	\$ 47,281.90	\$ 52,741.21	\$ 710,839.50
Net Operating Income	\$ 767,857.64	-\$ 58,116.85	-\$ 59,418.16	-\$ 68,360.11	-\$ 65,649.02	-\$ 204,936.57	-\$ 61,068.22	-\$ 47,239.77	-\$ 36,945.34	\$ 166,123.60
Net Income	\$ 767,857.64	-\$ 58,116.85	-\$ 59,418.16	-\$ 68,360.11	-\$ 65,649.02	-\$ 204,936.57	-\$ 61,068.22	-\$ 47,239.77	-\$ 36,945.34	\$ 166,123.60

	2022 Budget	Difference	% Budget Remaining	
Total 5100 Salaries	573,494.00	58,206.08	10%	Total 5100 Salaries
5210 Taxes-FUTA	210.00	120.90	58%	5210 Taxes-FUTA
5220 Taxes-SUTA	1,695.00	-397.90	-23%	5220 Taxes-SUTA
5230 Taxes - FICA, Medicare - 941	37,766.00	3,976.07	11%	5230 Taxes - FICA, Medicare - 941
5240 Taxes - L & I	1,745.00	832.39	48%	5240 Taxes - L & I
5250 Taxes-FMLA	2,058.00	986.10	48%	5250 Taxes-FMLA
Total 5200 Payroll Taxes	43,474.00	5,517.56	13%	Total 5200 Payroll Taxes
5310 Pension Plan Contributions	58,783.00	20,414.66	35%	5310 Pension Plan Contributions
5320 Medical/Dental/Vision/Life Ins	63,504.00	21,537.09	34%	5320 Medical/Dental/Vision/Life Ins
5330 Professional Development	5,000.00	3,540.30	71%	5330 Professional Development
Total 5340 Travel Reimburse	10,000.00	6,908.35	69%	Total 5340 Travel Reimburse
Total 5300 Staff Benefits	137,287.00	52,400.40	38%	Total 5300 Staff Benefits
Total 5000 Staff	754,255.00	116,124.04	15%	Total 5000 Staff
6100 Rent	31,678.00	7,919.44	25%	6100 Rent
6310 Copier/Printer Lease & Maint	2,960.00	614.08	21%	6310 Copier/Printer Lease & Maint
6320 Outsourced Printing/Publications	600	311.10	52%	6320 Outsourced Printing/Publications
Total 6300 Printing and Publication	3,560.00	925.18	26%	Total 6300 Printing and Publication
6420 Website Design/Hosting	1,400.00	1,052.67	75%	6420 Website Design/Hosting
6430 Equipment	2,000.00	-206.66	-10%	6430 Equipment
6440 Software/Subscriptions	4,982.00	340.96	7%	6440 Software/Subscriptions
Total 6400 IT	8,382.00	1,186.97	14%	Total 6400 IT
6500 Cell Phone Service	3,060.00	770.95	25%	6500 Cell Phone Service
6600 CC, Banking & Other Fees	150	-166.00	-111%	6600 CC, Banking & Other Fees
Total 6700 Accounting Fees	2,570.00	2,570.00	100%	Total 6700 Accounting Fees
6800 Legal Fees	5,000.00	5,000.00	100%	6800 Legal Fees
6900 Office Supplies / Misc.	2,500.00	973.41	39%	6900 Office Supplies / Misc.
Total 6000 Office / Overhead	56,900.00	19,179.95	34%	Total 6000 Office / Overhead
7100 Event food/bev/rentals	5,000.00	-4,115.26	-82%	7100 Event food/bev/rentals
7200 Event Pmts Processing Fee	0	-578.97		
Total 7000 Event Expenses	10,000.00	305.77	3%	Total 7000 Event Expenses
8100 Insurance (D&O)	1,774.00	0.00	0%	8100 D&O Insurance
8200 Awards / Recognition	1,000.00	588.10	59%	8200 Awards / Recognition
8300 Retreats/Mtgs/Conf/Dues/Events	13,000.00	5,472.14	42%	8300 Retreats/Mtgs/Conf/Dues/Events
8400 Consultants/Special Projects	5,000.00	5,000.00	100%	8400 Consultants/Special Projects
Total 8000 Board / Org Development	20,774.00	10,926.21	53%	Total 8000 Board / Org Development
9000 Contingency Fund	15,000.00	986.78	7%	Contingency Fund
Total Expenses	857,533.00	146,693.50	17%	Total Expenses

Accrual Basis LW

Sound Cities Association
Balance Sheet
As of October 31, 2022

	Total
1110 HomeStreet Bank	142,223.95
1120 HomeStreet Bank - Money Market	457,838.70
1130 PayPal Bank	3,886.33
1140 Time Value Investments	300,000.00
Total Bank Accounts	\$ 903,948.98
Total Accounts Receivable	\$ 22,000.00
1499 Undeposited Funds	0.00
1550 Prepaid Expenses	0.00
Total Other Current Assets	\$ 0.00
Total Current Assets	\$ 925,948.98
1410 Furniture and Fixtures	31,060.23
1415 Computers	4,891.71
1420 Accumulated Depreciation	-35,649.51
Total 1400 Fixed Assets	\$ 302.43
Total Fixed Assets	\$ 302.43
Other Long-term Assets	0.00
Total Other Assets	\$ 0.00
TOTAL ASSETS	\$ 926,251.41
2000 Accounts Payable	\$ 33,281.50
Total Accounts Payable	\$ 33,281.50
2200 HomeStreet Credit Card	1,147.87
Total Credit Cards	\$ 1,147.87
2300 Accrued Payroll	10,107.23
2110 Federal Withholding	0.00
2111 Direct Deposit Liabilities	0.00
Total 2140 Medicare	\$ 0.00
2150 SDI	0.00
2405 FUTA	346.01
2410 SUI	53.54
Total 2415 FIT, SS, Medicare - 941	\$ 4,931.34
2420 L&I	330.96
2425 WA Paid Family & Medical Leave	129.52
2430 PERS 2 Company Contribution	0.00
2435 PERS Payable	7,331.63
2440 DCAP / FSA Payable	-0.07
2445 DRS DCP Payable	262.50
2450 Medical/Dental/Vision/Life Ins	0.00
2460 Accrued Vacation Pay	72,523.76
2470 w/held VLTD Buy Up	0.00
2499 Payroll Corrections	0.00
Car Allowance Payable	0.00
Total 2400 Payroll Liabilities	\$ 85,909.19
Accrued Liabilities	0.00
Deferred Revenue	0.00
Total Other Current Liabilities	\$ 96,016.42
Total Current Liabilities	\$ 130,445.79
Total Liabilities	\$ 130,445.79
3110 Equipment Purchase Reserve	15,000.00
3120 Operations Reserves	428,767.00
3130 Contractual Obligations Reserve	106,194.00
3140 Legal Reserves Fund	25,000.00
Total 3100 Board Designated Reserves	\$ 574,961.00
3200 Board Designated Contra	-574,961.00
3300 Fund Balance (Prior Years)	716,398.19
3999 Opening Bal Equity	0.00
Net Income	79,407.43
Total Equity	\$ 795,805.62
TOTAL LIABILITIES AND EQUITY	\$ 926,251.41

Accrual Basis LW

**Sound Cities Association
Profit and Loss by Month
January - October, 2022**

	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Total
1010 Member Dues	749,539.23										749,539.23
1020 Membership/Sponsorships	86,000.00	9,500.00	4,000.00	3,000.00	1,000.00				12,000.00		115,500.00
1030 Registration/Dinners Revenue			5,560.00			0.00	1,220.00	-20.00	3,740.00	340.00	10,840.00
1040 Interest Income	70.58	99.46	118.71	114.53	112.55	98.25	66.79	62.13	55.87	134.86	933.73
1150 CC Points Redeemed for Credit		275.00			225.00		125.00				625.00
Total Income	\$ 835,609.81	\$ 9,874.46	\$ 9,678.71	\$ 3,114.53	\$ 1,337.55	\$ 98.25	\$ 1,411.79	\$ 42.13	\$ 15,795.87	\$ 474.86	\$ 877,437.96
Gross Profit	\$ 835,609.81	\$ 9,874.46	\$ 9,678.71	\$ 3,114.53	\$ 1,337.55	\$ 98.25	\$ 1,411.79	\$ 42.13	\$ 15,795.87	\$ 474.86	\$ 877,437.96
Total 5100 Salaries	\$ 47,791.20	\$ 47,791.21	\$ 47,791.16	\$ 47,791.16	\$ 47,792.87	\$ 179,050.31	\$ 32,106.68	\$ 32,106.66	\$ 33,066.67	\$ 34,146.33	\$ 549,434.25
5210 Taxes-FUTA	83.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.76	5.76	94.86
5220 Taxes-SUTA	385.46	342.01	353.19	262.47	215.66	166.08	152.88	119.19	95.96	101.97	2,194.87
5230 Taxes - FICA, Medicare - 941	3,687.14	3,662.41	3,662.39	3,662.38	3,684.74	7,988.96	2,456.17	2,456.14	2,529.60	2,612.22	36,402.15
5240 Taxes - L & I	30.61	137.65	137.65	173.38	101.95	81.56	81.59	81.56	86.66	92.42	1,005.03
5250 Taxes-FMLA	122.16	122.16	122.16	122.16	122.90	214.22	81.22	81.22	83.65	86.38	1,158.28
Total 5200 Payroll Taxes	\$ 4,308.71	\$ 4,264.23	\$ 4,275.39	\$ 4,220.39	\$ 4,125.25	\$ 8,450.87	\$ 2,771.86	\$ 2,738.11	\$ 2,801.63	\$ 2,898.75	\$ 40,855.19
5310 Pension Plan Contributions	4,898.60	4,898.60	4,898.60	4,898.60	4,928.50	3,927.68	3,290.94	3,290.94	3,335.88	3,335.88	41,704.22
5320 Medical/Dental/Vision/Life Ins	5,284.80	5,284.80	5,284.80	5,284.80	5,284.80	4,485.33	3,685.86	3,685.86	3,685.86	3,685.86	45,652.77
5330 Professional Development				819.95	29.95	29.95	519.95	29.95	29.95	29.95	1,489.65
Total 5340 Travel Reimburse	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 350.59	\$ -137.04	\$ 378.10	\$ 0.00	\$ 0.00	\$ 3,091.65
Total 5300 Staff Benefits	\$ 10,683.40	\$ 10,683.40	\$ 10,683.40	\$ 11,503.35	\$ 10,743.25	\$ 8,793.55	\$ 7,359.71	\$ 7,384.85	\$ 7,051.69	\$ 7,051.69	\$ 91,938.29
Total 5000 Staff	\$ 62,783.31	\$ 62,738.84	\$ 62,749.95	\$ 63,514.90	\$ 62,661.37	\$ 196,294.73	\$ 42,238.25	\$ 42,229.62	\$ 42,919.99	\$ 44,096.77	\$ 682,227.73
6100 Rent	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	2,639.84	26,398.40
6310 Copier/Printer Lease & Maint	231.06	231.06	231.06	231.06	231.06	248.72	462.12	231.06	248.72		2,345.92
6320 Outside Printing & Publication			266.66	22.24						855.50	1,144.40
Total 6300 Printing and Publication	\$ 231.06	\$ 231.06	\$ 497.72	\$ 253.30	\$ 231.06	\$ 248.72	\$ 462.12	\$ 231.06	\$ 248.72	\$ 855.50	\$ 3,490.32
6420 Website Design/Hosting	30.00	30.00	30.00	77.33	30.00	30.00	60.00	30.00	30.00	30.00	377.33
6430 IT Equipment			0.00						2,206.66	1,171.69	3,378.35
6440 Software/Subscriptions	1,092.52	405.01	216.42	228.98	228.98	1,743.44	232.29	213.54	279.86	237.68	4,878.72
Total 6400 IT	\$ 1,122.52	\$ 435.01	\$ 246.42	\$ 306.31	\$ 258.98	\$ 1,773.44	\$ 292.29	\$ 243.54	\$ 2,516.52	\$ 1,439.37	\$ 8,634.40
6500 Cell Phone Service	256.50	256.10	256.10	256.05	255.90	255.90	250.28	251.11	251.11	251.11	2,540.16
6600 CC, Banking & Other Fees	5.00	5.00	5.00	5.00	104.00	40.00	137.00	10.00	5.00	5.00	321.00
Total 6700 Accounting Fees	0	0	0	0	0	0	0	0	0	0	0.00
6800 Legal Fees	0	0	0	0	0	0	0	0	0	1182.6	1,182.60
6900 Office Supplies / Misc.	33.58	26.21	282.04	354.55	43.68	395.23	321.10	42.48	27.72	71.07	1,597.66
Total 6000 Office / Overhead	\$ 4,288.50	\$ 3,593.22	\$ 3,927.12	\$ 3,815.05	\$ 3,533.46	\$ 5,353.13	\$ 4,102.63	\$ 3,418.03	\$ 5,688.91	\$ 5,261.89	\$ 42,981.94
7100 Food/Beverage/Rentals				4,395.67			10.00	1,000.00	3,709.59	3,890.10	13,005.36
7200 Event Pmts Processing Fee			308.22	24.28		0.00	83.36		163.11	30.56	609.53
Total 7000 Event Expenses	\$ 0.00	\$ 0.00	\$ 308.22	\$ 4,419.95	\$ 0.00	\$ 0.00	\$ 93.36	\$ 1,000.00	\$ 3,872.70	\$ 3,920.66	\$ 13,614.89
8100 Insurance (D&O)							1,774.00				1,774.00
8200 Awards / Recognition			0.00				411.90		0.00		411.90
8300 Retreats/Mtgs/Conf/Dues/Events	521.11	1,500.00	1,952.33	-434.51	150.23	3,136.68	126.66	475.00	100.36	103.35	7,631.21
8400 Consultants/Special Projects	0	0	0	0	0	0	0	0	0	0	0.00
Total 8000 Board / Org Development	\$ 521.11	\$ 1,500.00	\$ 1,952.33	-\$ 434.51	\$ 269.23	\$ 3,151.71	\$ 2,312.56	\$ 475.00	\$ 100.36	\$ 103.35	\$ 9,951.14
9000 Contingency Fund		0.00			363.26	76.00	13,573.96			31,666.98	45,680.20
Depreciation	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	1,592.50
Total Expenses	\$ 67,752.17	\$ 67,991.31	\$ 69,096.87	\$ 71,474.64	\$ 66,986.57	\$ 205,034.82	\$ 62,480.01	\$ 47,281.90	\$ 52,741.21	\$ 85,208.90	\$ 796,048.40
Net Operating Income	\$ 767,857.64	-\$ 58,116.85	-\$ 59,418.16	-\$ 68,360.11	-\$ 65,649.02	-\$ 204,936.57	-\$ 61,068.22	-\$ 47,239.77	-\$ 36,945.34	-\$ 84,734.04	\$ 81,389.56
Net Income	\$ 767,857.64	-\$ 58,116.85	-\$ 59,418.16	-\$ 68,360.11	-\$ 65,649.02	-\$ 204,936.57	-\$ 61,068.22	-\$ 47,239.77	-\$ 36,945.34	-\$ 84,734.04	\$ 81,389.56

2022 Budget	Difference
749,539.22	0
97,000.00	6,500.00
10,000.00	-3,220.00
1,000.00	-319.13
0	625
\$787,093.00	3,585.87

2022 Budget	Difference	% Budget Remaining	
573,494.00	24,059.75	4%	Total 5100 Salaries
210.00	115.14	55%	5210 Taxes-FUTA
1,695.00	-499.87	-29%	5220 Taxes-SUTA
37,766.00	1,363.85	4%	5230 Taxes - FICA, Medicare - 941
1,745.00	739.97	42%	5240 Taxes - L & I
2,058.00	899.72	44%	5250 Taxes-FMLA
43,474.00	2,618.81	6%	Total 5200 Payroll Taxes
58,783.00	17,078.78	29%	5310 Pension Plan Contributions
63,504.00	17,851.23	28%	5320 Medical/Dental/Vision/Life Ins
5,000.00	3,510.35	70%	5330 Professional Development
10,000.00	6,908.35	69%	Total 5340 Travel Reimburse
137,287.00	45,348.71	33%	Total 5300 Staff Benefits
754,255.00	72,027.27	10%	Total 5000 Staff
31,678.00	5,279.60	17%	6100 Rent
2,960.00	614.08	21%	6310 Copier/Printer Lease & Maint
600	-544.40	-91%	6320 Outsourced Printing/Publications
3,560.00	69.68	2%	Total 6300 Printing and Publication
1,400.00	1,022.67	73%	6420 Website Design/Hosting
2,000.00	-1,378.35	-69%	6430 Equipment
4,982.00	103.28	2%	6440 Software/Subscriptions
8,382.00	-252.40	-3%	Total 6400 IT
3,060.00	519.84	17%	6500 Cell Phone Service
150	-171.00	-114%	6600 CC, Banking & Other Fees
2,570.00	2,570.00	100%	Total 6700 Accounting Fees
5,000.00	3,817.40	76%	6800 Legal
2,500.00	902.34	36%	6900 Office Supplies / Misc.
56,900.00	13,918.06	24%	Total 6000 Office / Overhead
5,000.00	-8,005.36	-160%	7100 Event food/bev/rentals
0	-609.53		
10,000.00	-3,614.89	-36%	Total 7000 Event Expenses
1,774.00	0.00	0%	8100 D&O Insurance
1,000.00	588.10	59%	8200 Awards / Recognition
13,000.00	5,368.79	41%	8300 Retreats/Mtgs/Conf/Dues/Events
5,000.00	5,000.00	100%	8400 Consultants/Special Projects
20,774.00	10,822.86	52%	Total 8000 Board / Org Development
15,000.00	-30,680.20	-205%	Contingency Fund
857,533.00	61,484.60	7%	Total Expenses

Accrual Basis LW

**Sound Cities Association
Board Resolution 2023-1
Board of Directors Schedule of Regular Meetings**

WHEREAS, pursuant to Section 4.1 of the Bylaws of Sound Cities Association, the Board of Directors shall have general control and supervision over the corporation and shall be empowered to determine all questions of policy that may arise in all intervals between annual membership meetings; and

WHEREAS, Section 4.6 of the Bylaws of Sound Cities Association provide that, by resolution, the Board of Directors may specify the date, time and place for the holding of regular meetings; and

NOW THEREFORE:

BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SOUND CITIES ASSOCIATION AS FOLLOWS:

SECTION 1. REGULAR MEETINGS.

Regular meetings of the Board of Directors are hereby scheduled for the 3rd Wednesday of each month beginning at 10:00 a.m.

The schedule for 2023 Board of Directors regular meetings is as follows:

- February 15, 2023
- March 15, 2023
- April 19, 2023
- May 17, 2023
- June 21, 2023
- July 19, 2023
- August 16, 2023
- September 20, 2023
- October 18, 2023
- November 22, 2023
- December 20, 2023

Additional meetings, or meeting cancellations, shall be noticed on the Sound Cities Association website, www.soundcities.org.

SECTION 2. LOCATION.

The 2023 SCA Board of Directors meeting shall be held at the Tukwila Community Center, 12424 42nd Ave S, Tukwila, WA 98168, Executive Conference Room.

The location of each Board meeting will be posted on the Sound Cities Association website, www.soundcities.org, and will be set not less than 24 hours in advance of the meeting.

**Sound Cities Association
Board Resolution 2023-1
Board of Directors Schedule of Regular Meetings**

SECTION 3. BOARD RETREAT

The 2023 SCA Board of Directors Retreat will be held on January 13, 2023 at the Enumclaw VFW, located at 44426 244th Ave SE, Enumclaw, WA 98022.

SECTION 4. EFFECTIVE DATE.

This Resolution shall be in full force and effect from and after its adoption and approval.

PASSED BY THE BOARD OF DIRECTORS OF THE SOUND CITIES ASSOCIATION ON JANUARY 13, 2022.

Jan Molinaro, SCA President

Date

Attest:

David Hoffman, SCA Executive Director

Date



Sound Cities Association Conflict of Interest Policy

Whenever a director or officer has a financial or personal interest in any matter coming before the board of directors, the affected person shall:

- a) Fully disclose the nature of the interest and
- b) Withdraw from discussion, lobbying, and voting on the matter. Any transaction or vote involving a potential conflict of interest shall be approved only when a majority of disinterested directors determine that it is in the best interest of Sound Cities Association to do so. The minutes of meetings at which such votes are taken shall record such disclosure, abstention and rationale for approval.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I will receive a benefit or gain. After disclosure, I understand that I may be asked to leave the room for the discussion and will not be permitted to vote on the question.

This written disclosure will be kept on file and I will update it as appropriate. I understand that the purposes of this policy are to protect the integrity of SCA's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members.

I understand that this policy is not meant to take the place of good judgment, and I will respect its spirit as well as its wording.

Signed: _____

Date: _____

Sound Cities Association
6300 Southcenter Boulevard, Suite 206
Tukwila, WA 98188
(206) 433-7168
SCA@SoundCities.org
www.SoundCities.org

DRAFT 2023 SCA Reserve Levels:

- Operations Reserve **\$486, 064.50**
- Equipment Reserve of **\$15,000**
- Contract Liability Reserve **\$84,358**
- Legal Reserve of **\$25,000**

Total draft reserves 2023 : \$601,847

201.7 Reserve policies

a) The association should maintain an Operations Reserve equal to half the annual budget. (3/15/95, 4/15/09, 3/20/2019)

b) The association should maintain an Equipment Replacement reserve of a minimum of \$15,000 to fund unbudgeted capital expenditures. (Board 9/27/2006, 3/21/2012, 3/20/2019)

c) The association should maintain a Contract Liability Reserve to fund the liabilities of all SCA contracts. (Board 9/27/2006, 3/20/2019)

d) The association should maintain a Legal Reserve of \$25,000.

e) The association should maintain sufficient funds to pay all liabilities, including accrued vacation and other employment liabilities. (3/20/2019)

f) The association may apply unallocated operating reserves to the budget for the following year. (4-15-09, Board 10/20/10)