



SOUND CITIES ASSOCIATION

38 Cities. A Million People. One Voice.

SCA Board of Directors

AGENDA

March 16, 2022

10 AM - Noon

Public Notice: Due to the declared COVID-19 emergency, the SCA Board of Directors meeting will be conducted remotely.

Members of the public may view or listen to the meeting using the following methods:

<https://us02web.zoom.us/j/87342976083?pwd=dGNyRkpUS3hRcnlacDFrbEZrQnpRQT09>

From computer, tablet, or smartphone:

Dial In 897 9008 8840 Webinar ID: 873 4297 6083 Password: 079222

- 1) **Call to Order** – President Angela Birney 2 minutes
- 2) **Public Comment** 10 minutes
- 3) **Consent Agenda** 3 minutes
 - a. Minutes of the January 28, 2022 SCA Board Retreat [Attachment 1](#)
 - b. Minutes of the February 16, 2022 SCA Board of Directors Meeting [Attachment 2](#)
 - c. Financial Reports from:
 - i.) November 2021 [Attachments 3-4](#)
 - ii.) December 2021 [Attachments 5-6](#)
 - iii.) January 2022 [Attachments 7-8](#)

Recommended Action: Approval of the consent agenda consisting of the minutes of the January 29, 2022 Retreat and the February 16, 2022 SCA Board of Directors Meeting, and Financial Reports from November 2021, December 2021, and January 2022.

- 4) **President’s Report** – President Angela Birney 5 minutes
- 5) **Executive Director’s Report** – Deanna Dawson, Executive Director 5 minutes
- 6) **Treasurer’s Report** – Treasurer Jeff Wagner 15 minutes
 - a. Finance Committee [Meeting Materials](#)
 - b. HomeStreet Bank Account Signers

Recommended Action: To authorize the following 2022 individuals as signers for HomeStreet Bank accounts held by SCA, in addition to the SCA Executive Director:

- Angela Birney, SCA President
- Jan Molinaro, SCA Vice President
- Jeff Wagner, SCA Treasurer

The above referenced board officers are authorized to sign when board policies require two signatures, or when the SCA Executive Director is unable to sign.

- c. Update to 2022 Reserves [Attachment 9](#)
Recommended Action: *Approval of 2022 reserve levels as recommended by the Finance Committee*
- d. Sponsorship Update [Attachment 10](#)
- e. City Dues Update [Attachment 11](#)
- f. Discussion on SCA Staffing Needs
- g. Update on SCA Vacation Policies Discussions
- h. Update on Review of SCA Financial Reports
- i. Update on Discussions Regarding SCA Investment Policies
- j. Other Updates

7) PIC Chair’s Report – PIC Chair Bill Boyce 15 minutes

March 9, 2022 [Meeting Materials](#)

- a. Legislative Session
- b. ARPA
- c. Levies and Ballot Measures
- d. Board of Health Bicycle Helmet Regulations

8) Equity and Inclusion Cabinet – Equity and Inclusion Cabinet Chair Prince 5 minutes
Update on Process to Appoint Members to Fill Cabinet Vacancies [Attachment 12](#)

9) Regional Homelessness Authority Update – Ed Prince and Angela Birney 5 minutes

10) City Administrator’s Report – Carl Cole 5 minutes
[Attachment 13](#)

11) Leadership Advisory Council Update – Ed Prince

12) Discussion Items/Updates 35 minutes

- a. Upcoming SCA Meetings
 - i.) Transitioning to In Person Meetings
 - ii.) Dates for Upcoming Meetings
Recommended Action: *To take action on when to resume in person meetings, and whether to hold a May 2022 meeting.*
- b. Update to Personnel Policies – Juneteenth
Recommended Action: *To formally approve making Juneteenth a paid SCA holiday, and discussed and previously agreed to by the SCA Board*
- c. Sexual Assault Awareness Month
- d. 2022 SCA Board Retreat
 - i.) Review 2022 commitments [Attachment 14](#)
 - ii.) Review 2022 Updated Draft 2022 Board Agreement [Attachment 15](#)
Recommended Action: *To approve the 2022 SCA Board Agreement, as discussed at the 2022 SCA Board Retreat and with changes as recommended by the SCA Executive Committee*
 - iii.) Equity and Inclusion
 - iv.) Other
- e. March 30, 2022 SCA Networking Event – Board Participation

- f. Newly Elected Officials Welcome Event Debrief, Ideas for Future Engagement
- g. Update on 2022 Priorities
- h. 2022 SCA Accomplishments

13) For the good of the order

5 minutes

14) Adjourn

Upcoming Events/Meetings

- a. SCA Networking Event with featured speaker King County Executive Dow Constantine and sponsor Foster Garvey – Wednesday, March 30, 2022 – 6:00 – 8:00 PM – Renton Pavilion Events Center
- b. SCA Workshop with Jurassic Parliament – Respectful, Inclusive – and Short! Robert’s Rules as a Framework for Improving Your Meetings – 11:45 AM – 1:00 PM – Virtual
- c. SCA Public Issues Committee Meeting – Wednesday, April 13, 2022 – 7:00 – 9:00 PM
- d. SCA Board of Directors Meeting – Wednesday, April 20, 2022 – 10:00 AM – 12:00 PM

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

2021 Policy Priorities

- Economic Recovery
- Housing/Homelessness
- Infrastructure
- Equity and Inclusion
- Collaboration, Nonpartisan Cooperation



SOUND CITIES ASSOCIATION

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SCA 2022 Board Retreat

DRAFT MINUTES

January 28, 2022

TELEPHONIC

1. President Angela Birney called the meeting to order at 10:00 AM. Present were members Jan Molinaro, Jeff Wagner, Mary Lou Pauly, Carl Cole, Bill Boyce, Amy Ockerlander, Wendy Weiker, Jim Ferrell, De'Sean Quinn, and Traci Buxton. Absent were members Ed Prince and James McNeal. President Birney noted that the meeting was being held virtually due to the COVID-19 public health emergency. Birney introduced Andrew Ballard, Marketing Solutions, who would be facilitating the activities included in the 2022 SCA Board Retreat.
2. The board engaged in an exercise to discuss Values Based Leadership. Members and staff completed an exercise prior to retreat to determine individual top three values. Group broke into groups for a series of three breakout discussions to discuss what values were identified, the impacts of personal values on running for office and role as an elected official; and impact of personal values on becoming involved in SCA and as a member of SCA. As a full group, each member and staff member reported one commitment of self for 2022 to demonstrate embodiment of one of their top three values.
3. Group took ten-minute break.
4. Group engaged in activity to review SCA Guiding Principles. Members broke into groups to brainstorm and then reconvened to discuss as full group. This activity will be brought back for further discussion at future meetings of the board.
5. Group engaged in activity to discuss creation of and contents of an SCA Board Member Policy. Members broke into groups to brainstorm and then reconvened to discuss as full group. This activity will be brought back for further discussion at future meetings of the board.
6. Members and staff members briefly checked in, round robin style, to share what they are looking forward to in 2022.

7. President Birney and Executive Director Deanna Dawson both thanks members for their time and participation in the retreat and thanked Andrew Ballard for facilitation. Dawson asked members to continue considering feedback on Guiding Principles and on the SCA Board Member Agreement, and to be prepared to discuss at future meetings of the board.
8. Meeting was adjourned at 1:02 PM.



SOUND **CITIES** ASSOCIATION

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SCA Board of Directors
DRAFT Meeting Minutes

January 19, 2022
10 AM - Noon

1) Call to order

SCA President Angela Birney called the meeting to order at 10:02 AM. President Birney noted that the meeting was being held virtually due to the COVID-19 public health emergency, and noted that any discussion in the chat logs would be maintained for public records purposes and included with the meeting minutes ([Attachment A](#)). Present via Zoom were members Ed Prince, De'Sean Quinn, James McNeal, Jan Molinaro, Amy Ockerlander, Traci Buxton, and Carl Cole. Member Wendy Weiker joined the meeting at 10:05 AM during item 5. Member Mary Lou Pauly joined the meeting at 10:25 AM during item 7. Member Ed Prince exited the meeting at 10:29 after item 9. Member De'Sean Quinn exited the meeting at 11:53 AM during item 12. Absent from the meeting were members Jeff Wagner, Jim Ferrell, and Bill Boyce.

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 the minutes of the January 19, 2022 SCA Board of Directors Meeting.

Molinaro moved, seconded by Prince to approve the consent agenda consisting of the minutes of the January 19, 2022 SCA Board of Directors Meeting. The motion passed unanimously.

4) Member Check In

Members and staff briefly checked in with group about what they are looking forward to in the spring, round robin style. Due to scheduling, this item was moved to later in the agenda, after item 9.

5) President's Report

President Birney reported on meeting with King County Executive Dow Constantine. Discussion included topics related to COVID mandates, return to work policies, and county contracts. Birney also reported on strong mayors meeting. Discussion included legislative update and the concrete strike. Birney is working on drafting letter in her capacity of mayor on concrete strike that will request a return to negotiating. Birney will continue to update group.

6) Executive Director's Report

Executive Director Deanna Dawson summarized the February 16, 2022 SCA Board of Directors Executive Director's Report. ([Attachment B](#)) Dawson also noted discussions regarding return to work and work from home policies and encouraged members to share their respective cities' policies. Dawson encouraged members to continue to give feedback regarding format of future SCA meetings and events.

7) Treasurer's Report

As Treasurer Wagner was not present, SCA Executive Director reported that the 2022 Finance Committee will meet for the first time on February 22nd. Dawson updated members on Sponsorship and Member City Dues, noting sponsors invoiced and payments received; and outstanding member city dues invoices. SCA is on track to be on budget for income in 2022.

8) PIC Chair's Report

As PIC Chair Bill Boyce was not present, Executive Director Dawson and President Birney reported on the February 9, 2022 Public Issues Committee (PIC) Meeting ([Meeting Materials](#)). Due to members schedules, this item was moved to later in the agenda, after item 10.

a. Committee Appointments

Birney and Dawson reported on the recommendations from the PIC, as recommended by the PIC Nominating Committee.

Pauly moved, seconded by Ockerlander to divide the recommendations for approval to separate the recommendation for the Regional Transit Authority. The motion passed unanimously.

Pauly moved, seconded by Ockerlander to make the following appointments to Regional Boards and Committees:

- **Councilmember Jenne Alderks, Bothell, to fill a vacant alternate position on the Domestic Violence Initiative Regional Task Force;**
- **Councilmember Karen Howe, Sammamish, to fill a vacant alternate position on the Joint Recommendations Committee; and**
- **Councilmember Sarah Moore, Burien, to fill a vacant alternate position on the King County Flood Control District Advisory Committee**

The motion passed unanimously.

Pauly moved, seconded by Ockerlander to appoint Councilmember Kathy Hougardy, Tukwila, to fill a vacant alternate position on the Regional Transit Committee. The motion passed 7-0-1. Member Quinn abstained from the vote.

b. AWC Legislative Update

Dawson reported on discussions regarding missing middle housing bill (HB 1337), the ADU (accessory dwelling units) bill (HB 1660), and the bill related to police reform and justice reform (HB 1735). There have been conversations with Representative Jesse Johnson regarding HB 1735. Several SCA mayors

have stated in discussions that Representative Johnson has been responsive to concerns and that the HB 1735 is addressing those concerns.

HB 1337 is expected to come back in a future year. Members are encouraged to communicate with legislators in the meantime.

Dawson reported that not much has been shared from leadership regarding OPMA and when proclamations may be lifted. Staff will continue to update.

Member Quinn noted importance of discussions and questions regarding police reform and justice reform as bills are being formed and moved forward. Member Pauly reiterated importance of discussion and expressed concern with housing bills conflating “affordable” with “ability to build more,” noting have economists involved in conversations would be beneficial. Secretary McNeal noted problem of conflicting information regarding “missing middle” housing and hopes to be part of future conversations with legislators for the opportunity to give perspective from developer and construction industry. Member Weiker reported that Mercer Island is considering hiring a lobbyist. Member Buxton noted that conversations in past years included home ownership; current conversations are sometimes convoluted regarding whether they refer to building homes affordable for ownership or building units that are affordable to live in. President Birney reported that discussions will continue.

c. PSRC Regional Transportation Plan Update

Dawson briefly reviewed purpose of PSRC Regional Transportation Plan Update and asked members to review information contained in meeting packet, and review information with their councils. Outcomes will affect transportation planning in the future.

d. Regional Homelessness

This item was discussed under item 10.

e. Regional Wastewater Management

Dawson encouraged members to review memo included in meeting materials, specifically the Department of Ecology Nutrient General Permit, and to be sure cities are tracking. SCA staff welcomes questions and concerns and will continue to update members and board.

f. Upcoming Levies and Ballot Measures

Birney reminded members to communicate to SCA staff possible levies and ballot issues as they come up in respective cities. Dawson reported ongoing discussion about a possible housing bill and possible Climate bond in King County. Encouraged members to share questions and feedback that will be passed on to county staff and electeds. Buxton noted importance of taking implications to all SCA cities into account.

9) Equity and Inclusion Cabinet

Equity and Inclusion Cabinet Chair Ed Prince reported on the January 26, 2022 meeting. At the Cabinet meeting, members discussed the work of the cabinet in 2021 and potential avenues in 2022. Topics for discussion of potential 2022 avenues included: in-depth discussions on equity implications in the region;

welcoming of and training for new electeds; MELO; encouraging participation and bringing down barriers to participation; events including languages other than English; accessibility; sharing of projects and ideas; inclusive economic development; and community engagement. Dawson noted there will be a call for nominations for vacancies on the cabinet and encouraged member to share input on any prospective members.

10) Regional Homelessness Authority Update

President Birney briefly updated group on the Regional Homelessness Authority (KCRHA), noting that the annual budget has been approved and the Governing Board continues to meet every other month.

Birney also updated group on Health through Housing and impacts to SCA cities. Birney and other members of the KCRHA Governing Board—Mayor Nancy Backus, Auburn and Councilmember Ed Prince, Renton—will continue to bring concerns of SCA members to the meetings.

11) City Administrator’s Report

City Manager/Administrator Representative Carl Cole reported on the February 2022 City Manager/City Administrator meeting. Meeting included a legislative update presentation from Association of Washington Cities staff and an update and discussion on ARPA with MSRC staff and city panelists. Discussion at the meeting focused on ARPA implementation. Deanna sent email to board members with slides from the meeting and summary of the presentation. In the interest of time, this item was moved to earlier in the agenda, after before item 10.

12) Discussion Items

- a. 2022 SCA Board Retreat Debrief
 - i. Board Member Commitments
Members briefly checked in regarding individual 2022 commitments, as were discussed at the retreat, and also gave feedback on 2022 retreat and future retreats.
 - ii. Review 2022 Draft 2022 Board Agreement
This item and will be included on the next meeting of the board. The Executive Committee will review in the meantime.
 - iii. Equity and Inclusion
This item was not discussed and will be included on the next meeting of the board.

- b. Newly Elected Officials Welcome Event Debrief, Ideas for Future Engagement
This item was not discussed and will be included on the next meeting of the board.

- c. Update on 2022 Priorities
Dawson asked members to review 2022 priorities included in the meeting materials and continue to bring feedback on what is important to cities and region, to ensure SCA is focused on the right priorities for 2022.

- d. 2022 SCA Accomplishments
This item was not discussed and will be included on the next meeting of the board.

13) For the Good of the Order

Carl Cole asked an item pending before the County Council regarding funding to cities and unincorporated County. SCA Staff will continue to track and report back.

President Birney noted that a former Eastern Washington University student was MVP in the Super Bowl.

There were no other items for the good of the order.

14) Meeting was adjourned by President Birney at 12:00 PM.

February 16, 2022 SCA Board Meeting
Attachment A: Zoom Chat Log

- 10:00:11 From Amy Ockerlander to Hosts and panelists:
On the phone with my CA - may be a couple minutes late to discussion, but I'm here.
- 10:01:41 From De'Sean Quinn to Everyone:
El Centro De la Raza
- 10:03:12 From Ed Prince to Hosts and panelists:
Still in practice session
- 10:03:49 From Leah Willoughby, SCA to Everyone:
Thank you, Ed
- 10:10:50 From De'Sean Quinn to Everyone:
He is fantastic
- 10:24:27 From Mary Lou Pauly to Hosts and panelists:
Leah can you promote me?
- 10:52:16 From Carl Cole to Hosts and panelists:
HB1782 missing middle
- 10:56:34 From Jan Molinaro to Hosts and panelists:
Internet unstable where I am at.
- 11:09:50 From Carl Cole to Hosts and panelists:
<http://soundcities.org/wp-content/uploads/2022/02/February-9-2022-SCA-PIC-Packet.pdf>
- 11:14:40 From Mary Lou Pauly to Everyone:
Dana and I are joking about designing a cool t-shirt that says "Its AND, not OR!
- 11:15:12 From Angela Birney to Everyone:
we should make them and wear to meetings
- 11:52:17 From De'Sean Quinn to Everyone:
sorry I have to drop off
- 11:58:05 From Angela Birney to Everyone:
https://www.google.com/imgres?imgurl=https%3A%2F%2Fimagesvc.meredithcorp.io%2Fv3%2Fmm%2Fimage%3Furl%3Dhttps%253A%252F%252Fstatic.onecms.io%252Fwp-content%252Fuploads%252Fsites%252F20%252F2022%252F02%252F14%252FCooper-Kupp-2.jpg%26q%3D60&imgrefurl=https%3A%2F%2Fpeople.com%2Fsports%2Fsuper-bowl-2022-cooper-kupp-named-mvp-rams-bengals%2F&tbid=LkxgyR5ujcbcLM&vet=12ahUKEwjU5a_JgIX2AhUWLDQIHftCAmUQMygAegUIARDJAQ..i&docid=D7qgJbL14Un9IM&w=1500&h=1000&itg=1&q=cooper%20kupp%20mvp&ved=2ahUKEwjU5a_JgIX2AhUWLDQIHftCAmUQMygAegUIARDJAQ



SOUND CITIES ASSOCIATION

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SCA Board of Directors Executive Director's Report February 16, 2022

TO: SCA Board of Directors

FROM: SCA Executive Director Deanna Dawson

RE: Monthly report for period January 19, 2022 - February 16, 2022

DATE: February 15, 2022

January was an extremely busy month from SCA! The year is off to a very strong start.

Two highlights were:

- **SCA Board Retreat**

- The SCA Board Retreat was held on January 28, 2022. Much of the month leading up to the event was spent in planning and preparing for the event. Andrew Ballard agreed to facilitate the retreat free of charge to SCA. Planning and preparation for the event were largely done internally. Many thanks are owed to Director of Finance and Administration Leah Willoughby for all her outstanding work behind the scenes. Kudos to President Angela Birney for her leadership and vision to bring the retreat together.

- **Virtual Reception for Newly Elected Officials**

- Also on January 28, 2022 we hosted a virtual reception for newly elected officials. The event was extremely well attended and well received, and puts us in a good place for building relationships with new elected officials moving forward. We plan to hold regular meetings with our newly elected officials in 2022.

Fundraising:

We are also off to a strong start on fundraising for 2022. More details can be found in our Board materials under the Treasurer's Report. Most cities have paid their 2022 dues. We anticipate that all 38 cities will renew for 2022. Many of our sponsors have also paid for 2022 already. We budgeted \$97,000 for sponsorship revenue in 2022. We have invoiced \$89,000 to date, and have received payment for \$45,500. In comparison, at this point last year we had only received \$18,750. We are on track to meet and exceed our revenue projections.

Since the last Board meeting, I have met with a number of current and potential sponsors including:

- Markham McIntyre, former Executive VP of Seattle Chamber

- Markham was recently hired as Interim Director of Seattle’s Office of Economic Development in the Harrell Administration
- I have been in discussions with the Chamber both around an upcoming Partner Forum, and the Chamber’s [Regional Leadership Conference \(RLC\)](#). I encourage Board members to attend the RLC in March. Please contact me if you are interested in attending.
- Steve DiJulio, Adrin Urqhart Winder, Kinnon Williams of Inslee Best
 - Inslee Best will be sponsoring an upcoming networking event with SCA on March 30, 2022 and planning is underway
- Julien Loh, Puget Sound Energy (PSE)
 - Julien and I are discussing a possible Partner Forum and/or tour with PSE
- Charlotte Archer and Jennifer Robertson, Inslee Best
 - Inslee Best will be returning as an event sponsor for 2022 after taking a sponsorship break
- Keri Pravitz, Port of Seattle
 - We are working on a Port tour for members

I have also scheduled a meeting for an SCA Events Committee for February 22, 2022. Our Partners are invited to participate in this meeting, and many will attend.

I was contacted by a potential new sponsor, [ZipSprout](#). I will keep the Board informed of any additional potential new sponsors.

Regional Relationship Building:

We have also started off the year strong in terms of developing and enhancing relationships across the region. Notable meetings include:

- Sarah Perry, newly elected King County Councilmember
- Kamuron Gurol, King County Wastewater Treatment Division Director, regarding Ecology’s nutrients general permit
- Recurring call with Chris Esh from Governor Inslee’s Office
- Regular calls with Executive’s Office and County Councilmembers and staff
- Upcoming meeting with Seattle Mayor Bruce Harrell
- Upcoming meeting with Mayor Harrell’s Director of OIR, Gael Tarleton

City Member Relations

In addition to the reception for newly elected officials, SCA has hosted a variety of meetings for our members this month including:

- North End Mayors
- Strong Mayors
- City Managers (weekly)
- SCA Executive Committee
- SCA Equity and Inclusion Cabinet
 - Report to be given at Board meeting

Workshops/Trainings/Briefings:

We are working on a number of educational and informative events for members including:

- Hosting twice monthly briefings with King County Public Health
 - This week I also arranged for our briefing to include an update from the Executive's Office on vaccine verification, and return to work policies
- We have scheduled a training with Ann Macfarlane of Jurassic Parliament for April 4, 2022
 - Ann has agreed to do the training free of charge to SCA

Other significant activities:

- I was asked to serve on the hiring committee to recruit the new CEO of Greater Seattle Partners (GSP) by SCA Partner Boeing. We interviewed numerous candidates and had several meetings to discuss the candidates. I am pleased to report the hire of [Brian Surratt as CEO of GSP](#). I have a strong working relationship with Brian, and believe that the hire will be good for our cities and the region.
- I was able to take some time at the end of January/beginning of February. I appreciate the Board's encouragement in doing so. Thanks are due to Director of Finance and Administration Leah Willoughby and Policy Director Brian Parry for holding down the fort in my absence.

Please let me know if you have any questions on any of these items, or on any other matters.

SOUND CITIES ASSOCIATION
Balance Sheet
As of November 30, 2021

Current Assets	
1110 HomeStreet Bank	101,082.43
1120 HomeStreet Bank - Money Market	807,194.55
1130 PayPal Bank	0.00
Total Bank Accounts	\$ 908,276.98
Total Accounts Receivable	\$ 1,500.00
1499 Undeposited Funds	0.00
1550 Prepaid Expenses	2,502.56
Total Other Current Assets	\$ 2,502.56
Total Current Assets	\$ 912,279.54
1410 Furniture and Fixtures	31,060.23
1430 Computers	4,891.71
1420 Accumulated Depreciation	-32,823.76
Total 1400 Fixed Assets	\$ 3,128.18
1481 Leasehold Improvements	13,755.66
1482 Leasehold Improvement Accum Dep	-13,755.66
Total Fixed Assets	\$ 3,128.18
Other Long-term Assets	0.00
Total Other Assets	\$ 0.00
TOTAL ASSETS	\$ 915,407.72
Total Accounts Payable	-\$ 2,352.56
2200 HomeStreet Credit Card	1,000.44
Total Credit Cards	\$ 1,000.44
2300 Accrued Payroll	12,909.09
2110 Federal Withholding	0.00
2111 Direct Deposit Liabilities	0.00
Total 2140 Medicare	\$ 0.00
2150 SDI	0.00
2405 FUTA	427.34
2410 SUI	71.24
Total 2415 FIT, SS, Medicare - 941	\$ 4,993.32
2420 L&I	444.25
2425 WA Paid Family & Medical Leave	185.82
2435 PERS Payable	11,608.12
2440 DCAP / FSA Payable	531.86
2445 DRS DCP Payable	0.00
2450 Medical/Dental/Vision/Life Ins	0.00
2460 Accrued Vacation Pay	60,562.88
2499 Payroll Corrections	0.00
Car Allowance Payable	0.00
Total 2400 Payroll Liabilities	\$ 78,824.83
Accrued Liabilities	0.00
Deferred Revenue	6,000.00
Total Other Current Liabilities	\$ 97,733.92
Total Current Liabilities	\$ 96,381.80
Total Liabilities	\$ 96,381.80
3110 Equipment Purchase Reserve	15,000.00
3120 Operations Reserves	398,547.00
3130 Contractual Obligations Reserve	123,900.50
3140 Legal Reserves Fund	25,000.00
Total 3100 Board Designated Reserves	\$ 562,447.50
3200 Board Designated Contra	-562,447.50
3300 Fund Balance (Prior Years)	674,060.90
3999 Opening Bal Equity	0.00
Net Income	144,965.02
Total Equity	\$ 819,025.92
TOTAL LIABILITIES AND EQUITY	\$ 915,407.72

Accrual Basis LW

March 16, 2022 SCA Board of Directors Meeting
Attachment 3: November 2021 Balance Sheet

SOUND CITIES ASSOCIATION
Profit and Loss by Month
 January - November, 2021

	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Total
1010 Member Dues	709,093.52											709,093.52
1020 Membership/Sponsorships	53,250.00		21,000.00		17,500.00			6,000.00	6,000.00			103,750.00
1030 Registration Revenue												0.00
1040 Interest Income	79.94	98.87	111.19	106.56	106.77	99.75	97.96	92.87	86.12	84.16	76.22	1,040.41
1050 Grants							6,000.00					6,000.00
Total Income	\$ 762,423.46	\$ 98.87	\$ 21,111.19	\$ 106.56	\$ 17,606.77	\$ 99.75	\$ 6,097.96	\$ 6,092.87	\$ 6,086.12	\$ 84.16	\$ 76.22	\$ 819,883.93
Gross Profit	\$ 762,423.46	\$ 98.87	\$ 21,111.19	\$ 106.56	\$ 17,606.77	\$ 99.75	\$ 6,097.96	\$ 6,092.87	\$ 6,086.12	\$ 84.16	\$ 76.22	\$ 819,883.93
Total 5100 Salaries	\$ 42,424.79	\$ 42,424.49	\$ 42,423.66	\$ 42,423.66	\$ 42,602.83	\$ 45,195.32	\$ 37,765.45	\$ 37,995.49	\$ 46,014.13	\$ 43,290.32	\$ 43,290.37	\$ 465,850.51
5210 Taxes-FUTA	85.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	51.11	32.89	0.00	169.95
5220 Taxes-SUTA	55.17	54.22	668.98	172.58	169.42	170.53	73.56	58.65	85.41	68.51	68.50	1,645.53
5230 Taxes - FICA, Medicare - 941	3,251.87	3,251.84	3,233.27	3,220.79	3,216.00	3,414.31	2,845.93	2,863.60	3,476.90	2,549.36	2,368.97	33,692.84
5240 Taxes - L & I	91.65	91.68	91.65	99.01	99.00	99.00	79.26	99.00	99.00	99.00	99.00	1,047.31
5250 Taxes-FMLA	108.61	108.60	107.97	108.60	107.80	114.99	96.19	100.55	93.27	71.40	71.40	1,089.38
Total 5200 Payroll Taxes	\$ 3,593.25	\$ 3,506.34	\$ 4,101.87	\$ 3,600.98	\$ 3,592.22	\$ 3,798.83	\$ 3,094.94	\$ 3,121.80	\$ 3,805.69	\$ 2,821.22	\$ 2,607.87	\$ 37,645.01
5310 Pension Plan Contributions	5,585.84	5,502.36	5,502.36	5,502.16	5,525.60	5,415.45	4,384.59	3,894.62	4,232.53	4,437.28	4,437.28	54,420.07
5320 Medical/Dental/Vision/Life Ins	5,065.01	5,065.01	5,065.01	5,065.01	5,065.01	5,065.01	4,212.49	4,212.49	4,212.49	5,065.01	5,065.01	53,157.55
5330 Professional Development	60.00	177.47	-18.00	-60.00	25.00	150.00			100.00	1,600.00		2,034.47
Total 5340 Travel Reimburse	\$ 500.00	\$ 500.00	\$ 557.78	\$ 500.00	\$ 500.00	\$ 514.00	\$ 504.55	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 5,576.33
Total 5300 Staff Benefits	\$ 11,210.85	\$ 11,244.84	\$ 11,107.15	\$ 11,007.17	\$ 11,115.61	\$ 11,144.46	\$ 9,101.63	\$ 8,607.11	\$ 9,045.02	\$ 11,602.29	\$ 10,002.29	\$ 115,188.42
Total 5000 Staff	\$ 57,228.89	\$ 57,175.67	\$ 57,632.68	\$ 57,031.81	\$ 57,310.66	\$ 60,138.61	\$ 49,962.02	\$ 49,724.40	\$ 58,864.84	\$ 57,713.83	\$ 55,900.53	\$ 618,683.94
6100 Rent	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	27,528.16
6200 Office Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6310 Copier/Printer Lease & Maint	370.63	374.09	374.09	374.09	450.47	374.09	374.09	374.09	374.09	374.09	374.09	4,187.91
6320 Outside Printing & Publication										94.80		94.80
Total 6300 Printing and Publication	\$ 370.63	\$ 374.09	\$ 374.09	\$ 374.09	\$ 450.47	\$ 374.09	\$ 374.09	\$ 374.09	\$ 374.09	\$ 468.89	\$ 374.09	\$ 4,282.71
6420 Website Design/Hosting	30.00	30.00	30.00	30.00	101.83	30.00	30.00	30.00	30.00	30.00	30.00	401.83
6430 IT Equipment			154.13	0.00			176.38		2,855.20	533.81	256.01	3,975.53
6440 Software/Subscriptions	118.91	322.56	322.56	1,692.20	212.46	212.46	212.46	221.27	223.47	256.47	256.47	4,051.29
Total 6400 IT	\$ 148.91	\$ 352.56	\$ 506.69	\$ 1,722.20	\$ 314.29	\$ 242.46	\$ 418.84	\$ 251.27	\$ 3,108.67	\$ 820.28	\$ 542.48	\$ 8,428.65
6500 Cell Phone Service	213.80	215.25	215.25	215.25	215.60	215.60	215.60	215.25	215.25	255.70	256.50	2,525.97
6600 CC, Banking & Other Fees	5.00	-195.00	5.00	5.00	104.00	10.05	-70.00	5.00	5.00	15.00	-245.00	-355.95
Total 6700 Accounting Fees	\$ 60.00	\$ 60.00	\$ 60.00	\$ 0.00	\$ 951.65	\$ 60.00	\$ 60.00	\$ 0.00	\$ 1,550.00	\$ 0.00	\$ 120.00	\$ 2,921.65
6800 Legal Fees	0.00		546.75								320.76	867.51
6900 Office Supplies / Misc.	128.38	24.77	238.34	29.17	24.77	40.73	27.72	24.77	311.42	43.50	24.77	918.34
Total 6000 Office / Overhead	\$ 3,429.28	\$ 3,334.23	\$ 4,448.68	\$ 4,848.27	\$ 4,563.34	\$ 3,445.49	\$ 3,528.81	\$ 3,372.94	\$ 8,143.91	\$ 4,105.93	\$ 3,896.16	\$ 47,117.04
7100 Event food/bev/rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 7000 Event Expenses	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
8100 Insurance (D&O)				1,774.00								1,774.00
8200 Awards / Recognition	324.50			132.34						433.19	271.44	1,161.47
8300 Retreats/Mtgs/Conf/Dues/Events	234.75	115.40		-61.44	168.80	720.12	699.46	513.94	720.35		8.26	3,119.64
8400 Consultants/Special Projects	129.00							258.00				387.00
Total 8000 Board / Org Development	\$ 688.25	\$ 115.40	\$ 0.00	\$ 1,844.90	\$ 168.80	\$ 720.12	\$ 699.46	\$ 771.94	\$ 720.35	\$ 433.19	\$ 279.70	\$ 6,442.11
9000 Contingency Fund						199.00	105.00	1,666.81	-398.64			1,572.17
Depreciation	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	1,751.75
Reconciliation Discrepancies			-480.69									-480.69
Total Expenses	\$ 61,505.67	\$ 60,784.55	\$ 61,759.92	\$ 63,884.23	\$ 62,202.05	\$ 64,662.47	\$ 54,454.54	\$ 55,695.34	\$ 67,489.71	\$ 62,412.20	\$ 60,235.64	\$ 675,086.32
Net Operating Income	\$ 700,917.79	-\$ 60,685.68	-\$ 40,648.73	-\$ 63,777.67	-\$ 44,595.28	-\$ 64,562.72	-\$ 48,356.58	-\$ 49,602.47	-\$ 61,403.59	-\$ 62,328.04	-\$ 60,159.42	\$ 144,797.61
Net Income	\$ 700,917.79	-\$ 60,685.68	-\$ 40,648.73	-\$ 63,777.67	-\$ 44,595.28	-\$ 64,562.72	-\$ 48,356.58	-\$ 49,602.47	-\$ 61,403.59	-\$ 62,328.04	-\$ 60,159.42	\$ 144,797.61

2021 Budget	Difference
709,093.00	0.00
67,500.00	36,250.00
5,000.00	-5,000.00
5,500.00	-4,459.59
0.00	6,000.00
\$ 787,093.00	32,790.93

2021 Budget	Difference	% Budget Remaining	
515,563.00	49,712.49	10%	Total 5100 Salaries
210.00	40.05	19%	5210 Taxes-FUTA
550.00	-1,095.53	-199%	5220 Taxes-SUTA
37,236.00	3,543.16	10%	5230 Taxes - FICA, Medicare - 941
1,650.00	602.69	37%	5240 Taxes - L & I
2,068.00	978.62	47%	5250 Taxes-FMLA
41,714.00	4,068.99	10%	Total 5200 Payroll Taxes
59,857.00	5,436.93	9%	5310 Pension Plan Contributions
60,867.00	7,709.45	13%	5320 Medical/Dental/Vision/Life Ins
5,000.00	2,965.53	59%	5330 Professional Development
8,000.00	2,423.67	30%	Total 5340 Travel Reimburse
133,724.00	18,535.58	14%	Total 5300 Staff Benefits
691,001.00	72,317.06	10%	Total 5000 Staff
30,031.00	2,502.84	8%	6100 Rent
604.00		100%	6200 Office Insurance
4,600.00	412.09	9%	6310 Copier/Printer Lease & Maint
600.00	505.20	84%	6320 Outsourced Printing/Publications
5,200.00	917.29	18%	Total 6300 Printing and Publication
1,420.00	1,018.17	72%	6420 Website Design/Hosting
2,500.00	-1,475.53	-59%	6430 Equipment
4,685.00	633.71	14%	6440 Software/Subscriptions
8,605.00	176.35	2%	Total 6400 IT
2,600.00	74.03	3%	6500 Cell Phone Service
150.00	505.95	337%	6600 CC, Banking & Other Fees
5,000.00	2,078.35	42%	Total 6700 Accounting Fees
5,000.00	4,132.49	83%	6800 Legal
2,600.00	1,681.66	65%	6900 Office Supplies / Misc.
59,186.00	12,068.96	20%	Total 6000 Office / Overhead
5,000.00	5,000.00	100%	7100 Event food/bev/rentals
5,000.00	5,000.00	100%	Total 7000 Event Expenses
1,774.00	0.00	0%	8100 D&O Insurance
2,000.00	838.53	42%	8200 Awards / Recognition
7,500.00	4,380.36	58%	8300 Retreats/Mtgs/Conf/Dues/Events
5,000.00	4,613.00	92%	8400 Consultants/Special Projects
16,274.00	9,831.89	60%	Total 8000 Board / Org Development
15,000.00	13,427.83	90%	9000 Contingency Fund
787,065.00	111,978.68	14%	Total Expenses

Accrual Basis LW

SOUND CITIES ASSOCIATION

Balance Sheet

As of December 31, 2021

1110 HomeStreet Bank	28,676.46
1120 HomeStreet Bank - Money Market	807,263.11
1130 PayPal Bank	0.00
Total Bank Accounts	\$ 835,939.57
Total Accounts Receivable	\$ 0.00
1499 Undeposited Funds	0.00
1550 Prepaid Expenses	2,596.11
Total Other Current Assets	\$ 2,596.11
Total Current Assets	\$ 838,535.68
1410 Furniture and Fixtures	31,060.23
1430 Computers	4,891.71
1420 Accumulated Depreciation	-32,983.01
Total 1400 Fixed Assets	\$ 2,968.93
1481 Leasehold Improvements	13,755.66
1482 Leasehold Improvement Accum Dep	-13,755.66
Total Fixed Assets	\$ 2,968.93
Other Long-term Assets	0.00
Total Other Assets	\$ 0.00
TOTAL ASSETS	\$ 841,504.61
Total Accounts Payable	\$ 3,871.06
2200 HomeStreet Credit Card	2,040.16
Total Credit Cards	\$ 2,040.16
2300 Accrued Payroll	12,512.33
2110 Federal Withholding	0.00
2111 Direct Deposit Liabilities	0.00
Total 2140 Medicare	\$ 0.00
2150 SDI	0.00
2405 FUTA	545.15
2410 SUI	239.39
Total 2415 FIT, SS, Medicare - 941	\$ 5,840.17
2420 L&I	602.15
2425 WA Paid Family & Medical Leave	302.22
2435 PERS Payable	12,686.16
2440 DCAP / FSA Payable	531.79
2445 DRS DCP Payable	1,345.50
2450 Medical/Dental/Vision/Life Ins	0.00
2460 Accrued Vacation Pay	60,562.88
2499 Payroll Corrections	0.00
Car Allowance Payable	0.00
Total 2400 Payroll Liabilities	\$ 82,655.41
Accrued Liabilities	0.00
Deferred Revenue	6,000.00
Total Other Current Liabilities	\$ 101,167.74
Total Current Liabilities	\$ 107,078.96
Total Liabilities	\$ 107,078.96
3110 Equipment Purchase Reserve	15,000.00
3120 Operations Reserves	398,547.00
3130 Contractual Obligations Reserve	123,900.50
3140 Legal Reserves Fund	25,000.00
Total 3100 Board Designated Reserves	\$ 562,447.50
3200 Board Designated Contra	-562,447.50
3300 Fund Balance (Prior Years)	674,060.90
3999 Opening Bal Equity	0.00
Net Income	60,364.75
Total Equity	\$ 734,425.65
TOTAL LIABILITIES AND EQUITY	\$ 841,504.61

Accrual Basis LW

SOUND CITIES ASSOCIATION

Profit and Loss by Month

January - December 2021

	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Total
1010 Member Dues	709,093.52												709,093.52
1020 Membership/Sponsorships	53,250.00		21,000.00		17,500.00			6,000.00	6,000.00				103,750.00
1030 Registration Revenue													0.00
1040 Interest Income	79.94	98.87	111.19	106.56	106.77	99.75	97.96	92.87	86.12	84.16	76.22	73.22	1,113.63
1050 Grants							6,000.00						6,000.00
Total Income	\$ 762,423.46	\$ 98.87	\$ 21,111.19	\$ 106.56	\$ 17,606.77	\$ 99.75	\$ 6,097.96	\$ 6,092.87	\$ 6,086.12	\$ 84.16	\$ 76.22	\$ 73.22	\$ 819,957.15
Gross Profit	\$ 762,423.46	\$ 98.87	\$ 21,111.19	\$ 106.56	\$ 17,606.77	\$ 99.75	\$ 6,097.96	\$ 6,092.87	\$ 6,086.12	\$ 84.16	\$ 76.22	\$ 73.22	\$ 819,957.15
Total 5100 Salaries	\$ 42,424.79	\$ 42,424.49	\$ 42,423.66	\$ 42,423.66	\$ 42,602.83	\$ 45,195.32	\$ 37,765.45	\$ 37,995.49	\$ 46,014.13	\$ 43,290.32	\$ 43,290.37	\$ 58,290.58	\$ 524,141.09
5210 Taxes-FUTA	85.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	51.11	32.89	0.00	126.66	296.61
5220 Taxes-SUTA	55.17	54.22	668.98	172.58	169.42	170.53	73.56	58.65	85.41	68.51	68.50	168.17	1,813.70
5230 Taxes - FICA, Medicare - 941	3,251.87	3,251.84	3,233.27	3,220.79	3,216.00	3,414.31	2,845.93	2,863.60	3,476.90	2,549.36	2,368.97	3,656.31	37,349.15
5240 Taxes - L & I	91.65	91.68	91.65	99.01	99.00	99.00	79.26	99.00	99.00	99.06	99.00	99.00	1,146.31
5250 Taxes-FMLA	108.61	108.60	107.97	108.60	107.80	114.99	96.19	100.55	93.27	71.40	71.40	91.10	1,180.48
Total 5200 Payroll Taxes	\$ 3,593.25	\$ 3,506.34	\$ 4,101.87	\$ 3,600.98	\$ 3,592.22	\$ 3,798.83	\$ 3,094.94	\$ 3,121.80	\$ 3,805.69	\$ 2,821.22	\$ 2,607.87	\$ 4,141.24	\$ 41,786.25
5310 Pension Plan Contributions	5,585.84	5,502.36	5,502.36	5,502.16	5,525.60	5,415.45	4,384.59	3,894.62	4,232.53	4,437.28	4,437.28	5,974.81	60,394.88
5320 Medical/Dental/Vision/Life Ins	5,065.01	5,065.01	5,065.01	5,065.01	5,065.01	5,065.01	4,212.49	4,212.49	4,212.49	5,065.01	5,065.01	4,638.75	57,796.30
5330 Professional Development	60.00	177.47	-18.00	-60.00	25.00	150.00			100.00	1,600.00		3,889.95	5,924.42
Total 5340 Travel Reimburse	\$ 500.00	\$ 500.00	\$ 557.78	\$ 500.00	\$ 500.00	\$ 514.00	\$ 504.55	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,076.33
Total 5300 Staff Benefits	\$ 11,210.85	\$ 11,244.84	\$ 11,107.15	\$ 11,007.17	\$ 11,115.61	\$ 11,144.46	\$ 9,101.63	\$ 8,607.11	\$ 9,045.02	\$ 11,602.29	\$ 10,002.29	\$ 15,003.51	\$ 130,191.93
Total 5000 Staff	\$ 57,228.89	\$ 57,175.67	\$ 57,632.68	\$ 57,031.81	\$ 57,310.66	\$ 60,138.61	\$ 49,962.02	\$ 49,724.40	\$ 58,864.84	\$ 57,713.83	\$ 55,900.53	\$ 77,435.33	\$ 696,119.27
6100 Rent	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	2,502.56	30,030.72
6200 Office Insurance													604.00
6310 Copier/Printer Lease & Maint	370.63	374.09	374.09	374.09	450.47	374.09	374.09	374.09	374.09	374.09	374.09	231.06	4,418.97
6320 Outside Printing & Publication										94.80			94.80
Total 6300 Printing and Publication	\$ 370.63	\$ 374.09	\$ 374.09	\$ 374.09	\$ 450.47	\$ 374.09	\$ 374.09	\$ 374.09	\$ 374.09	\$ 468.89	\$ 374.09	\$ 231.06	\$ 4,513.77
6420 Website Design/Hosting	30.00	30.00	30.00	30.00	101.83	30.00	30.00	30.00	30.00	30.00	30.00	30.00	431.83
6430 IT Equipment			154.13	0.00		176.38		2,855.20	533.81	256.01	2,006.81	5,982.34	5,982.34
6440 Software/Subscriptions	118.91	322.56	322.56	1,692.20	212.46	212.46	212.46	221.27	223.47	256.47	256.47	256.47	4,307.76
Total 6400 IT	\$ 148.91	\$ 352.56	\$ 506.69	\$ 1,722.20	\$ 314.29	\$ 242.46	\$ 418.84	\$ 251.27	\$ 3,108.67	\$ 820.28	\$ 542.48	\$ 2,293.28	\$ 10,721.93
6500 Cell Phone Service	213.80	215.25	215.25	215.25	215.60	215.60	215.60	215.25	292.17	255.70	256.50	256.50	2,782.47
6600 CC, Banking & Other Fees	5.00	-195.00	5.00	5.00	104.00	10.05	-70.00	5.00	5.00	15.00	5.00	-245.00	-350.95
Total 6700 Accounting Fees	\$ 60.00	\$ 60.00	\$ 60.00	\$ 0.00	\$ 951.65	\$ 60.00	\$ 60.00	\$ 0.00	\$ 1,550.00	\$ 0.00	\$ 120.00	\$ 60.00	\$ 2,981.65
6800 Legal Fees	0.00		546.75								320.76		867.51
6900 Office Supplies / Misc.	128.38	24.77	238.34	29.17	24.77	40.73	27.72	24.77	311.42	43.50	24.77	15.96	934.30
Total 6000 Office / Overhead	\$ 3,429.28	\$ 3,334.23	\$ 4,448.68	\$ 4,848.27	\$ 4,563.34	\$ 3,445.49	\$ 3,528.81	\$ 3,372.94	\$ 8,143.91	\$ 4,105.93	\$ 4,146.16	\$ 5,718.36	\$ 53,085.40
7100 Event food/bev/rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 7000 Event Expenses	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
8100 Insurance (D&O)				1,774.00									1,774.00
8200 Awards / Recognition	324.50			132.34					433.19	271.44	401.92	401.92	1,563.39
8300 Retreats/Mtgs/Conf/Dues/Events	234.75	115.40		-61.44	168.80	720.12	699.46	513.94	720.35		8.26	465.62	3,585.26
8400 Consultants/Special Projects	129.00							258.00					387.00
Total 8000 Board / Org Development	\$ 688.25	\$ 115.40	\$ 0.00	\$ 1,844.90	\$ 168.80	\$ 720.12	\$ 699.46	\$ 771.94	\$ 720.35	\$ 433.19	\$ 279.70	\$ 867.54	\$ 7,309.65
9000 Contingency Fund						199.00	105.00	1,666.81	-398.64			100.00	1,672.17
Bad Debt Write Off												1,500.00	1,500.00
Depreciation	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	159.25	1,911.00
Reconciliation Discrepancies			-480.69									5.05	-475.64
Total Expenses	\$ 61,505.67	\$ 60,784.55	\$ 61,759.92	\$ 63,884.23	\$ 62,202.05	\$ 64,662.47	\$ 54,454.54	\$ 55,695.34	\$ 67,489.71	\$ 62,412.20	\$ 60,485.64	\$ 85,785.53	\$ 761,121.85
Net Operating Income	\$ 700,917.79	-\$ 60,685.68	-\$ 40,648.73	-\$ 63,777.67	-\$ 44,595.28	-\$ 64,562.72	-\$ 48,356.58	-\$ 49,602.47	-\$ 61,403.59	-\$ 62,328.04	-\$ 60,409.42	-\$ 85,712.31	\$ 58,835.30
Other Income													0.00
Total Other Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Net Other Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Net Income	\$ 700,917.79	-\$ 60,685.68	-\$ 40,648.73	-\$ 63,777.67	-\$ 44,595.28	-\$ 64,562.72	-\$ 48,356.58	-\$ 49,602.47	-\$ 61,403.59	-\$ 62,328.04	-\$ 60,409.42	-\$ 85,712.31	\$ 58,835.30

	2021 Budget	Difference	
1010 Member Dues	709,093.00	0.00	
1020 Membership/Sponsorships	67,500.00	36,250.00	
1030 Registration Revenue	5,000.00	-5,000.00	
1040 Interest Income	5,500.00	-4,386.37	
1050 Grants	0.00	6,000.00	
Total Income	\$ 787,093.00	32,864.15	
	2021 Budget	Difference	% Budget Remaining
Total 5100 Salaries	515,563.00	-8,578.09	-2%
5210 Taxes-FUTA	210.00	-86.61	-41%
5220 Taxes-SUTA	550.00	-1,263.70	-230%
5230 Taxes - FICA, Medicare - 941	37,236.00	-113.15	0%
5240 Taxes - L & I	1,650.00	503.69	31%
5250 Taxes-FMLA	2,068.00	887.52	43%
Total 5200 Payroll Taxes	41,714.00	-72.25	0%
5310 Pension Plan Contributions	59,857.00	-537.88	-1%
5320 Medical/Dental/Vision/Life Ins	60,867.00	3,070.70	5%
5330 Professional Development	5,000.00	-924.42	-18%
Total 5340 Travel Reimburse	8,000.00	1,923.67	24%
Total 5300 Staff Benefits	133,724.00	3,532.07	3%
Total 5000 Staff	691,001.00	-5,118.27	-1%
6100 Rent	30,031.00	0.28	0%
6200 Office Insurance	604.00	0.00	0%
6310 Copier/Printer Lease & Maint	4,600.00	181.03	4%
6320 Outsourced Printing/Publications	600.00	505.20	84%
Total 6300 Printing and Publication	5,200.00	686.23	13%
6420 Website Design/Hosting	1,420.00	988.17	70%
6430 IT Equipment	2,500.00	-3,482.34	-139%
6440 Software/Subscriptions	4,685.00	377.24	8%
Total 6400 IT	8,605.00	-2,116.93	-25%
6500 Cell Phone Service	2,600.00	-182.47	-7%
6600 CC, Banking & Other Fees	150.00	500.95	334%
Total 6700 Accounting Fees	5,000.00	2,018.35	40%
6800 Legal Fees	5,000.00	4,132.49	83%
6900 Office Supplies / Misc.	2,600.00	1,665.70	64%
Total 6000 Office / Overhead	59,186.00	6,100.60	10%
7100 Event food/bev/rentals	5,000.00	5,000.00	100%
Total 7000 Event Expenses	5,000.00	5,000.00	100%
8100 Insurance (D&O)	1,774.00	0.00	0%

SOUND CITIES ASSOCIATION
Balance Sheet
As of January 31, 2022

	Total
1110 HomeStreet Bank	379,367.32
1120 HomeStreet Bank - Money Market	757,327.83
1130 PayPal Bank	0.00
Total Bank Accounts	\$ 1,136,695.15
Total Accounts Receivable	\$ 464,196.15
1499 Undeposited Funds	0.00
1550 Prepaid Expenses	0.00
Total Other Current Assets	\$ 0.00
Total Current Assets	\$ 1,600,891.30
1410 Furniture and Fixtures	31,060.23
1430 Computers	4,891.71
1420 Accumulated Depreciation	-33,142.26
Total 1400 Fixed Assets	\$ 2,809.68
Total Fixed Assets	\$ 2,809.68
Other Long-term Assets	0.00
Total Other Assets	\$ 0.00
TOTAL ASSETS	\$ 1,603,700.98
Total Accounts Payable	\$ 3,430.00
2200 HomeStreet Credit Card	3,327.20
Total Credit Cards	\$ 3,327.20
2300 Accrued Payroll	14,218.16
2110 Federal Withholding	0.00
2111 Direct Deposit Liabilities	0.00
Total 2140 Medicare	\$ 0.00
2150 SDI	0.00
2405 FUTA	334.49
2410 SUI	419.31
Total 2415 FIT, SS, Medicare - 941	\$ 6,839.75
2420 L&I	230.40
2425 WA Paid Family & Medical Leave	177.66
2435 PERS Payable	12,061.54
2440 DCAP / FSA Payable	208.26
2445 DRS DCP Payable	1,387.50
2450 Medical/Dental/Vision/Life Ins	-0.01
2460 Accrued Vacation Pay	72,523.76
2499 Payroll Corrections	0.00
Car Allowance Payable	0.00
Total 2400 Payroll Liabilities	\$ 94,182.66
Deferred Revenue	0.00
Total Other Current Liabilities	\$ 108,400.82
Total Current Liabilities	\$ 115,158.02
Total Liabilities	\$ 115,158.02
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)	720,685.32
3999 Opening Bal Equity	0.00
Net Income	767,857.64
Total Equity	\$ 1,488,542.96
TOTAL LIABILITIES AND EQUITY	\$ 1,603,700.98

Accrual Basis LW

SOUND CITIES ASSOCIATION
Profit and Loss by Month
 January 2022

	Jan 2022	Total
1010 Member Dues	749,539.22	749,539.22
1020 Membership/Sponsorships	86,000.00	86,000.00
1030 Registration Revenue	0.00	0.00
1040 Interest Income	70.58	70.58
Total Income	\$ 835,609.80	\$ 835,609.80
Gross Profit	\$ 835,609.80	\$ 835,609.80
Total 5100 Salaries	\$ 47,791.20	\$ 47,791.20
5210 Taxes-FUTA	83.34	83.34
5220 Taxes-SUTA	385.46	385.46
5230 Taxes - FICA, Medicare - 941	3,687.14	3,687.14
5240 Taxes - L & I	30.61	30.61
5250 Taxes-FMLA	122.16	122.16
Total 5200 Payroll Taxes	\$ 4,308.71	\$ 4,308.71
5310 Pension Plan Contributions	4,898.60	4,898.60
5320 Medical/Dental/Vision/Life Ins	5,284.80	5,284.80
5330 Professional Development	0.00	0.00
Total 5340 Travel Reimburse	\$ 500.00	\$ 500.00
Total 5300 Staff Benefits	\$ 10,683.40	\$ 10,683.40
Total 5000 Staff	\$ 62,783.31	\$ 62,783.31
6100 Rent	2,639.84	2,639.84
6200 Office Insurance	0.00	0.00
6310 Copier/Printer Lease & Maint	231.06	231.06
6320 Outside Printing & Publication	0.00	0.00
Total 6300 Printing and Publication	\$ 231.06	\$ 231.06
6420 Website Design/Hosting	30.00	30.00
6430 IT Equipment	0.00	0.00
6440 Software/Subscriptions	1,092.52	1,092.52
Total 6400 IT	\$ 1,122.52	\$ 1,122.52
6500 Cell Phone Service	256.50	256.50
6600 CC, Banking & Other Fees	5.00	5.00
Total 6700 Accounting Fees	0.00	0.00
6800 Legal Fees	0.00	0.00
6900 Office Supplies / Misc.	33.58	33.58
Total 6000 Office / Overhead	\$ 4,288.50	\$ 4,288.50
7100 Event food/bev/rentals	0.00	0.00
Total 7000 Event Expenses	\$ 0.00	\$ 0.00
8100 Insurance (D&O)	0.00	0.00
8200 Awards / Recognition	0.00	0.00
8300 Retreats/Mtgs/Conf/Dues/Events	521.11	521.11
8400 Consultants/Special Projects	0.00	0.00
Total 8000 Board / Org Development	\$ 521.11	\$ 521.11
9000 Contingency Fund	0.00	0.00
Bad Debt Write Off	0.00	0.00
Depreciation	0.00	159.25
Total Expenses	\$ 67,592.92	\$ 67,592.92
Net Operating Income	\$ 768,016.88	\$ 768,016.88
Net Income	\$ 768,016.88	\$ 768,016.88

Accrual Basis LW

	2022 Budget	Difference	
	749,539.22	0.00	
	97,000.00	-11,000.00	
	10,000.00	-10,000.00	
	1,000.00	-929.42	
\$	787,093.00	-48,516.80	
	2022 Budget	Difference	% Budget Remaining
Total 5100 Salaries	573,494.00	525,702.80	92%
5210 Taxes-FUTA	210.00	126.66	60%
5220 Taxes-SUTA	1,695.00	1,309.54	77%
5230 Taxes - FICA, Medicare - 941	37,766.00	34,078.86	90%
5240 Taxes - L & I	1,745.00	1,714.39	98%
5250 Taxes-FMLA	2,058.00	1,935.84	94%
Total 5200 Payroll Taxes	43,474.00	39,165.29	90%
5310 Pension Plan Contributions	58,783.00	53,884.40	92%
5320 Medical/Dental/Vision/Life Ins	63,504.00	58,219.20	92%
5330 Professional Development	5,000.00	5,000.00	100%
Total 5340 Travel Reimburse	10,000.00	9,500.00	95%
Total 5300 Staff Benefits	137,287.00	126,603.60	92%
Total 5000 Staff	754,255.00	691,471.69	92%
6100 Rent	31,678.00	29,038.16	92%
6200 Office Insurance	604.00	604.00	100%
6310 Copier/Printer Lease & Maint	2,960.00	2,728.94	92%
6320 Outsourced Printing/Publications	600.00	600.00	100%
Total 6300 Printing and Publication	3,560.00	3,328.94	94%
6420 Website Design/Hosting	1,400.00	1,370.00	98%
6430 Equipment	2,000.00	2,000.00	100%
6440 Software/Subscriptions	4,982.00	3,889.48	78%
Total 6400 IT	8,382.00	7,259.48	87%
6500 Cell Phone Service	3,060.00	2,803.50	92%
6600 CC, Banking & Other Fees	150.00	145.00	97%
Total 6700 Accounting Fees	2,570.00	2,570.00	100%
6800 Legal	5,000.00	5,000.00	100%
6900 Office Supplies / Misc.	2,500.00	2,466.42	99%
Total 6000 Office / Overhead	57,504.00	53,215.50	93%
7100 Event food/bev/rentals	5,000.00	5,000.00	100%
Total 7000 Event Expenses	10,000.00	10,000.00	100%
8100 D&O Insurance	1,774.00	1,774.00	100%
8200 Awards / Recognition	1,000.00	1,000.00	100%
8300 Retreats/Mtgs/Conf/Dues/Events	13,000.00	12,478.89	96%
8400 Consultants/Special Projects	5,000.00	5,000.00	100%
Total 8000 Board / Org Development	20,774.00	20,252.89	97%
Contingency Fund	15,000.00	15,000.00	100%
Total Expenses	857,533.00	789,940.08	92%

DRAFT 2022 SCA Reserve Levels:

- Operations Reserve of half of budgeted expenses **\$428,767**
- Equipment Reserve of **\$15,000**
- Contract Liability Reserve (contractual obligation for the Executive Director; and for non-employment contractual obligations of office lease and copier lease) **\$106,194**
- Legal Reserve of **\$25,000**

Total reserves : \$574,961

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)

Sponsorship Payment Tracking
2022

Sponsorship Level	Sponsor/Entity	Invoiced Month	Amount Invoiced	Paid Month	Amount Paid
Partner	Amazon	February 2022	\$ 6,000.00		
Regional Associate Member	AT&T	February 2022	\$ 500.00		
Regional Associate Member	AWC	January 2022	\$ 500.00	January 2022	\$ 500.00
Partner	Boeing	January 2022	\$ 6,000.00		
Event Sponsor	Boeing	January 2022	\$ 2,500.00		
Partner	Cedar Grove	January 2022	\$ 6,000.00	February 2022	\$ 6,000.00
Partner	Comcast	January 2022	\$ 6,000.00		
Event Sponsor	Comcast	January 2022	\$ 2,500.00		
Regional Associate Member	Creative Solutions			In-Kind	
Regional Associate Member	Desimone Consulting Group	March 2022	\$ 500.00		
Regional Associate Member	EMC Research	January 2022	\$ 500.00	February 2022	\$ 500.00
Partner	Facebook	January 2022	\$ 3,000.00		
Partner	Facebook	January 2022	\$ 3,000.00	January 2022	\$ 3,000.00
Regional Associate Member	Foster Garvey	February 2022	\$ 500.00	March 2022	\$ 500.00
Event Sponsor	Foster Garvey	February 2022	\$ 2,500.00	March 2022	\$ 2,500.00
Regional Associate Member	Green River College	January 2022	\$ 500.00		
Event Sponsor	Inslee Best	January 2022	\$ 2,500.00	February 2022	\$ 2,500.00
Regional Associate Member	Inslee Best	January 2022	\$ 500.00	February 2022	\$ 500.00
Regional Associate Member	The Johnston Group	January 2022	\$ 500.00	February 2022	\$ 500.00
Regional Associate Member	Jurassic Parliament			In-Kind	
Regional Associate Member	KC Dept of Assessments	January 2022	\$ 500.00	January 2022	\$ 500.00
Regional Associate Member	King Conservation District	January 2022	\$ 500.00		
Regional Associate Member	King County Library Systems	January 2022	\$ 500.00	February 2022	\$ 500.00
Regional Associate Member	Langton Spieth, LLC	January 2022	\$ 500.00	January 2022	\$ 500.00
Partner	Lumen	August 2021	\$ 6,000.00	August 2021	\$ 6,000.00
Partner	Marketing Solutions			In-Kind	
Regional Associate Member	Michael Baker International	January 2022	\$ 500.00	March 2022	\$ 500.00
Partner	Microsoft	January 2022	\$ 6,000.00	February 2022	\$ 6,000.00
Regional Associate Member	Outcomes by Levy	January 2022	\$ 500.00	January 2022	\$ 500.00
Partner	Port of Seattle	January 2022	\$ 6,000.00	January 2022	\$ 6,000.00
Partner	Puget Sound Energy	January 2022	\$ 6,000.00	February 2022	\$ 6,000.00
Partner	Recology	January 2022	\$ 6,000.00		
Partner	Republic Services	January 2022	\$ 6,000.00		
Regional Associate Member	Seattle Building and Constr.	January 2022	\$ 500.00	January 2022	\$ 500.00
Partner	Sound Transit	January 2022	\$ 6,000.00		
Regional Associate Member	Symetra	March 2022	\$ 3,000.00		
Regional Associate Member	ValleyCom	January 2022	\$ 500.00	February 2022	\$ 500.00
Partner	Waste Management	January 2022	\$ 6,000.00	February 2022	\$ 6,000.00
TOTALS			\$ 99,000.00		\$50,000.00

Sponsorship Payment Tracking
2021

Sponsorship Level	Sponsor/Entity	Invoiced Month	Amount Invoiced	Paid Month	Amount Paid
Grant	Challenge Seattle	June 2021	\$ 6,000.00	Septmeber 2021	\$ 6,000.00
Regional Associate Member	Gordon Thomas Honeywell	January 2021	\$ 500.00	February 2021	\$ 500.00
Event Sponsor	Gordon Thomas Honeywell	May 2021	\$ 2,500.00	June 2021	\$ 2,500.00
Partner	King County Realtors	August 2021	\$ 6,000.00	August 2021	\$ 6,000.00
Regional Associate Member	PRR	November 2020	\$ 500.00	January 2020	\$ 500.00
Partner	Seattle Metro Chamber	September 2021	\$ 6,000.00	October 2021	\$ 6,000.00
TOTALS			\$ 21,500.00		\$21,500.00

status as of 3/11/2022



SOUND CITIES ASSOCIATION

38 Cities. A Million People. One Voice.

SCA Equity and Inclusion Cabinet

AGENDA

February 23, 2022, 3:30 – 5:00 PM

Via zoom: <https://us02web.zoom.us/j/83867247819?pwd=clZvc1BnOGlhN2ZFSGxsYi95MmZDQT09>

1. **Welcome** 5 minutes
2. **Member Check In** 15 minutes
3. **Review of January Meeting Notes** 5 minutes
4. **2022 Cabinet Membership Update, Discussion** 15 minutes
 - a. Review current members, identify vacancies
 - b. Discussion of potential recruitment of additional members
 - c. Expectations of Cabinet members
5. **Discussion:** 45 minutes
 - a. Roundtable:
 - i. What are your cities working on regarding equity in 2022?
 - ii. What would be helpful to share with other cities?
 - iii. Where does your city need help?
 - iv. Brainstorming on 2022 trainings/workshops
 - b. How should equity/inclusion be incorporated into SCA Mission/Vision/Values/Guiding Principles? How do we define equity and inclusion as an organization?
 - i. See current versions below
 - c. MELO update
6. **Wrap Up, Next Steps** 5 minutes

**JOINT MEETING OF KING AND SNOHOMISH COUNTIES
CITY MANAGERS AND ADMINISTRATORS**

MEETING AGENDA

WEDNESDAY, MARCH 2, 2022

9:30 TO 11:00 AM

VIRTUAL MEETING

FROM COMPUTER, TABLET, OR SMARTPHONE:

<https://us02web.zoom.us/j/81538881020?pwd=SVc0S2wxQjN4c0lBR3ZFcU9MNt4UT09>

Dial in: (253) 215-8782 **Meeting ID:** 815 3888 1020 **Passcode:** 866144

- 9:30 AM A. Welcome & Introductions**
- Debbie Tarry, City Manager, City of Shoreline
 - Will Ibershof, City Administrator, City of Sultan
 - Paul Ellis, City Administrator, City of Arlington
- 9:40 AM B. City Roundtable – What’s happening at your city that you’d like to share?**
- 10:00 AM C. Federal Infrastructure Funding Package Panel**
- Paul Roberts, District Transportation & Infrastructure Coordinator, Representative Rick Larsen’s Office, Washington’s 2nd District
 - Candice Bock, Association of Washington Cities
 - Josh Brown, Puget Sound Regional Council
- 10:45 AM D. 2022 Legislative Session Update & Highlights**
- Candice Bock, Association of Washington Cities
- 10:55 AM F. SCA Update**
Deanna Dawson, Executive Director, SCA
- 11:00 AM G. Adjourn**



SCA Board and Staff Commitments – Values to Focus on for 2022

- Angela Birney:
 - 2022 focused value: Growth
 - Commitment: Grow engagement with newly elected officials and other SCA members
- Bill Boyce:
 - 2022 focused value: Service
 - Commitment: Be present as a leader, help newer members understand the role and responsibilities of SCA
- Traci Buxton:
 - 2022 focused value: Contribution
 - Commitment: Amplify voices that are not being heard
- Carl Cole:
 - 2022 focused value: Growth
 - Commitment: Learn more about SCA, find out how I can be a resource to the elected officials
- Deanna Dawson:
 - 2022 focused value: Contribution
 - Commitment: Devote at least 4 hours per week to big picture - how the work of SCA matters, how to move the organization forward
- Jim Ferrell:
 - 2022 focused value: Gratitude
 - Commitment: Express gratitude for being on board by being fully present and participatory in meetings
- Kazia Mermel:
 - 2022 focused value: Purpose
 - Commitment: Take time to reflect on how my purpose is aligned with my work
- Jan Molinaro:
 - 2022 focused value: Health
 - Commitment: Set attainable commitment on physical health, get out and do it
- Amy Ockerlander:
 - 2022 focused value: Growth
 - Commitment: Connect with newer elected officials in Snoqualmie Valley, offer mentorship
- Brian Parry:
 - 2022 focused value: Compassion

- Commitment: Recognize the challenges and perspectives of others, provide support to members
- Mary Lou Pauly:
 - 2022 focused value: Service
 - Commitment: Help plan an SCA event with an equity focus, help plan an SCA event with a focus on civility
- De'Sean Quinn:
 - 2022 focused value: Contribution
 - Bring my full self and perspective to the table, share my lived experience, be candid and call out when we need to refocus on outcomes
- Jeff Wagner:
 - 2022 focused value: Hope
 - Commitment: Maintain positive and optimistic outlook, raise over \$100 K revenue
- Wendy Weiker:
 - 2022 focused value: Health
 - Commitment: Address the long term health of SCA by committing to reach out to 15 members and discuss why regionalism and SCA are important
- Hali Willis:
 - 2022 focused value: Fun
 - Commitment: Laugh or make someone laugh in at least one meeting per week
- Leah Willoughby:
 - 2022 focused value: Humor
 - Commitment: Plan three fun staff get togethers for 2022
- James McNeal
 - Focus value: Regional Equity
 - Commitment: Meeting leaders in their cities to better understand their issues and how we are connected. Refocus MELO Find solutions and have discussion on what it means to listen and learn focus on working together.
- Ed Prince
 - Focus value:
 - Commitment:

DRAFT 2022 SCA Board Agreement

1. I have reviewed SCA’s Mission, Vision, Values, and Guiding Principles and agree to strive to act consistently with those organizational principles when serving on the SCA Board. _____
2. I agree to demonstrate civility as an SCA Board Member, and to treat my colleagues on the Board, SCA staff, and others with respect and courtesy while acting in my capacity as an SCA Board Member. _____
3. I understand that I am expected to attend all SCA Board meetings as a Board member, and to be prepared for meetings. I will timely RSVP for board meetings and if I am unable to attend a meeting, I agree to let SCA staff know in a timely fashion. _____
4. I understand that as an SCA Board member, part of my role is being an ambassador to other SCA cities and to the region. To that end, I will attempt to attend SCA events and to engage in other ways with my fellow elected officials.
5. I understand that as an SCA Board Member, I am representing not just my own city, but SCA and its member cities. As an SCA Board Member, I shall endeavor to avoid taking positions that are harmful to any SCA member cities. _____
6. I understand that if I am absent for three consecutive SCA Board meetings, if I fail to abide by any of the above guidelines, or for any other reason deemed detrimental to SCA, I may be removed from the Board by a two-thirds (2/3) vote of the Board of Directors. _____

I have read the above and agree to abide by these guidelines as an SCA Board Member.

Dated this _____ of _____, 2022

_____ (Sign here, and initial above)

Name:

City:

Title:

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