From the President

Community Schools Cultivate Hope, Opportunity, and Agency

Reaching our goal—all students future-ready—requires a comprehensive approach to the education and well-being of every young person. It also necessitates a broad commitment from all stakeholders to meet the needs of the whole child. That’s why Vancouver, Tacoma, Highline, and many other districts throughout the state are embracing the community schools’ framework as advocated by the national Coalition for Community Schools.

Approximately 24,000 children attend Vancouver Public Schools, which serves families in the city and in a portion of unincorporated Clark County. Students qualifying for federally subsidized meals after the Great Recession spiked to 57 percent, up from 39 percent a decade ago. In our inner-urban neighborhoods, the poverty impact is even more pronounced. At some core area schools, more than 90 percent of students are eligible for free or reduced-price meals.

As in other parts of the country, economic recovery in Vancouver has disproportionately left out low-income families. Families earning the minimum wage must work 89 hours a week just to rent a two-bedroom apartment, leaving little on the table for food, clothes, transportation, and emergent health care needs. This past year, a staggering 1,073 children attending our schools were homeless. Poverty is not a learning disability, but it presents real barriers to student success. Consequently, too many of our students are unable to meet academic demands, and schools struggle to raise their achievement scores.

We addressed the performance discrepancy head-on with our district’s strategic plan, created with extensive public involvement in 2007, and adopted in 2008. We engaged district stakeholders once again to refresh the plan in 2014. This plan builds upon previous accomplishments and sets the direction of the district through 2020, with a systemic focus on excellence and equity for all students. As a key component of the plan, we created an “Opportunity Zone” with elementary, middle, and high schools serving high concentrations of students affected by poverty and mobility. While facing $20 million in budget cuts from the state, we redirected approximately $2 million in categorical and basic education funds annually to the Opportunity Zone schools.

In conjunction with other strategies to accelerate student achievement, Family-Community Resource Centers (FCRC) have been established in 18 Opportunity Zone schools. FCRC coordinators at those sites have worked with partners to provide basic needs assistance (e.g., food, housing, health and behavioral health care, and dental care); parent and family support (e.g., transportation, workforce training, language classes, legal services, mentoring, and enrichment); early childhood education; out-of-school-time programs; and outreach to chronically absent students. Additionally, our district has purchased and equipped two commercial vehicles as mobile FCRCs to assist children and families at non–Opportunity Zone schools in underserved areas of the community all year long. Almost every district in our county has implemented integrated student support services as central to the school and district improvement strategy. Regionally, we know that student and family mobility is not always district-specific. Families impacted by poverty need a broader network of support as they seek stability.
Partners have played a vital role in our community schools initiative. The Boys and Girls Clubs of Southwest Washington, for example, has offered out-of-school-time programs at several schools. Vancouver Housing Authority has given housing vouchers to parents who commit to being involved in their children’s education and workforce enhancement programs. Share of Vancouver has filled thousands of Friday backpacks each year so that kids have nutritious food to eat on the weekends. An annual GoReady back-to-school readiness festival has helped to ensure that all students are prepared to learn on day one. The FCRC initiative has encouraged schools, families, and communities to interact as partners to strengthen opportunities for all children to learn and grow.

Across a range of metrics, FCRC schools have demonstrated remarkable progress in increasing community engagement, serving more families, and improving student outcomes. FCRC-related partnerships have increased from two dozen to more than 700 partners and supporters. FCRCs annually have generated more than $4 million in partner contributions and grant support. The district’s funding of FCRC site coordinators has helped draw those additional resources, leading to an estimated 4:1 return on investment. Scaling-up also has led FCRC site coordinators to improve and expand parent participation at each school. The FCRC site coordinator role has been crucial, not only as a point of connection for families, partners, and volunteers but also as a problem-solver for school administrators and teachers, enabling them to focus on instruction.

The community schools’ initiative has helped to lift our on-time graduation rate from 64 percent in 2010 to 82 percent in 2017, with the largest gains made by Latino and African American students. Proficiency in early learning literacy has increased 56 percent, the third-grade English Language Learner literacy gap has decreased 20 points, and students of poverty enrolled in Advanced Placement and International Baccalaureate courses have increased 167 percent. The F rates for middle school core courses have decreased 30 percent, middle school honors course enrollment has increased 141 percent, and Student Achievement Test takers have increased 117 percent.

Increasingly, America’s educational leaders are learning that they must take a whole-system approach to engaging families along with business, governmental, higher education, faith-based, nonprofit, and philanthropic partners by identifying and mobilizing resources that remove barriers to learning. The community schools’ framework is gaining momentum, and it is helping to produce dramatic results in Vancouver and other districts throughout the state. Focused on improving school readiness, transforming student trajectories, closing achievement gaps, and preparing future-ready graduates, community schools cultivate hope, create opportunity, and build agency in students and their families.

**Never Stronger**

Please join me in congratulating Dr. Bill Keim on his impending retirement. Keim has served as WASA’s executive director since 2013, supporting 1,850 members and 1.1 million students. Prior to this role, Keim served 11 years as superintendent of Educational Service District 113 supporting 44 school districts and 70,000 students. Before moving to ESD 113, Keim served as superintendent in both Mercer Island and Cascade school districts. He began his career as a classroom teacher in 1978.

Under Keim’s leadership, WASA has become the preeminent voice of sensible public education policy in Washington. A tireless champion for children, educators, superintendents, and public schools, Bill and the WASA executive team partnered with six professional education associations to spearhead advocacy efforts resulting in historic state funding investments in public education—$4 billion dollars over the last two biennial budgets. WASA has never been stronger. Membership has grown by 17 percent since 2015 while revenue has grown by 25 percent. Most importantly, Bill has led from a values center. His 40-year commitment to each and every student in Washington is unparalleled.

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**WASA Board Minutes in Brief—April 17, 2018**

The Board approved the following items:

- Consent Calendar
  - Board Meeting Minutes, January 28, 2018
  - Special Session Executive Board Minutes, March 9, 2018
  - Special Session Executive Board Minutes, March 16, 2018
  - February 2018 Balance Sheet
  - February 2018 Income Statement
  - 2018 Winter Conference Financials
  - Comparative Membership Report, April 2018
  - 2018–19 Board of Directors Meeting Schedule

Members heard reports on the following:

- New WASA Executive Director Transition Plan
- AASA Governing Board Candidates
- Update on the WASA 2017–18 Goals, Action Steps, and Tasks
- Meetings with Statewide Lead Bargainers
- Implications of the Legislative Session

The next WASA Board meeting is scheduled for June 23, 2018, in conjunction with the WASA/AWSP Summer Conference in Spokane.
2018 Legislative Wrap-up

On March 8, the 2018 Legislature completed its 60-day “short” session, adjourning on time. Like the last few years, there was heavy focus on Mc Cleary. While much of the attention was on securing an additional $1.0 billion to fund educator salaries by September 1, 2018—as ordered by the Supreme Court in November—WASA’s major focus was on a series of necessary “fixes” to EHB 2242, the flawed Mc Cleary Education Funding Plan adopted last session.

WASA’s 2018 Legislative Platform identified, and our advocacy efforts focused on, a set of the highest priority fixes necessary to effectively implement the bill: (1) special education funding, (2) salary allocations and a state salary schedule, (3) levy authority and Local Effort Assistance, and (4) regionalization methodology.

A “fix” bill, E2SSB 6362, was finally adopted with some positive outcomes, along with some missed opportunities. How our priorities fared:

• **Special Education.** The Legislature ultimately increased the special education excess cost multiplier from 0.9309 to 0.9609. Although this was a minimal increase, the conversation continues about per pupil funding and potential revisions to the Special Education Safety Net program.

• **Salary Allocations & State Salary Schedule.** The idea of returning to a statewide Salary Allocation Model was rejected out of hand and returning to staff mix was resisted. Eventually, however, a new “Experience Factor” to assist districts with high staff mix was adopted. Although the solution was not as broad-based as we hoped, it left the door open for further revisions next year.

• **Levy Authority & Local Effort Assistance.** Multiple options were introduced to adjust the current inequitable $1.50 per $1,000 AV or $2,500 per student (whichever is lesser) levy policy and the $1,500 per student LEA cap; however, none of the plans were able to garner the necessary support to be adopted. Many key legislators appear willing to continue to discuss the issue and attempt to make changes next session, but a solution in 2018, was not to be.

• **Regionalization Methodology.** While legislators generally understood their regionalization solution forced inequities and would likely pit districts against one another, little was offered in the way of a positive solution. In the end, a plan was adopted to “smooth” regionalization in areas where neighboring districts had at least a 12 percent higher regionalization factor. It was positive that legislators saw the need for adjustments; however, their solution only positively impacted six districts. Many legislators have openly discussed the need to continue evaluating regionalization as currently implemented, but that discussion will have to wait for a broader fix next session.

While we did not get everything we wanted, school administrators continued to “tell their story” and positively impacted the discussion. Rest assured, if administrators were not active, legislators would have felt comfortable making crucial decisions without your input, but because administrators were heavily engaged, legislators were forced to take notice.

The general attitude among legislators is that “Mc Cleary is done.” In the coming months, it is likely the Supreme Court will relinquish jurisdiction in Mc Cleary and terminate the case; however, much work remains to be done. Additional revisions to EHB 2242—and now “fixes” to E2SSB 6362—will be necessary. Many positive “first steps” were taken in 2018. Now, we cannot sit back and assume necessary changes will just happen in 2019.

All educators will need to continue to be vigilant and remain engaged.

Planning is underway for the 2018 WASA/OSPI Special Education Conference. We are seeking presentations showcasing satisfactory outcomes or engagement in significant work in any of the following areas as they relate to special education:

- System improvement
- Instructional improvement
- Improved outcomes

Sessions should support at least one of OSPI’s six state priorities for special education improvement:

- Leadership to support students with disabilities
- Growth mindset and increasing expectations of students with disabilities
- Evidence-based instruction/interventions/practices within an MTSS framework leading to increased access and progress in Washington grade-level learning standards
- Common PD for general educators, special educators, paraeducators, administrators, and parents/families (various stakeholder groups)
- Resource allocation
- Teacher recruitment and retention

Learn more and submit your proposal.

The submission deadline is May 7. Selection notifications will be delivered via email the week of May 13.

Conference registration opens May 24.
Leaders Workshop 2018

On April 17, WASA leaders from across the state gathered in SeaTac for the annual WASA Leaders Workshop. This retreat is a special event because it is the only meeting during the year that includes the WASA Board, Regional Presidents, Component Chairs, and Standing Committee Chairs. During the day-long session the participants provided input for the 2018–19 Goals and Actions Steps which will guide WASA’s efforts during the coming year.

Under President-elect Randy Russell’s leadership, this year’s planning event included a new element. During an extended lunch period, the heads of several partner organizations joined the WASA leaders to discuss ideas for strengthening our collaboration. This portion of the day included the leaders from AEA, AWSP, AESD, PESB, OSPI, WASBO, and WSSDA. The workshop participants were very positive about this new opportunity.

WASA staff will take the input provided during the day and create the proposed 2018–19 Goals and Actions Steps for consideration of the WASA Board at their June meeting. Following adoption of these goals, staff will then develop the tasks related to each goal and submit the completed plan to the Board for action at their October meeting. More information will be provided as this work continues to develop.

Upcoming Conferences

2018 WASA/AWSP/WSSDA EQUITY CONFERENCE
May 23 | DoubleTree Hotel, SeaTac
Register at www.wasa-oly.org/Equity18.

2018 WASA/AWSP SUMMER CONFERENCE
June 24–26 | Spokane Convention Center, Spokane
Register and book your housing at www.awsp.org/sc18.

2018 WASA INCOMING SUPERINTENDENT CONFERENCE
July 23–24 | DoubleTree by Hilton Hotel, Olympia
Register at www.wasa-oly.org/Incoming18.

2018 WASA/OSPI SPECIAL EDUCATION CONFERENCE
August 2–3 | Hotel Murano, Tacoma
Call for Presenters closes May 7. Registration opens May 24.

2018 WASA FALL CONFERENCE
October 9 | Location TBD

Become a WASA Retired/Life Member

As some of you prepare to retire, not only does WASA wish you the very best, we also hope you will become a Retired/Life member.

Previously active WASA members with service in Washington State qualify for Retired/Life membership. Membership provides the opportunity to network with others and stay involved in educational issues. Although Retired/Life members do not have voting privileges, they receive WASA publications and may attend most WASA conferences at a reduced or complimentary rate.

Dues are a one-time fee of $125.

Complete the membership application by visiting our website at http://bit.ly/1NEaFfC.

BILL’S BLOG

See Executive Director Bill Keim’s most recent post at http://billsblog-wasa.weebly.com. Bill updates his blog regularly, so check back often for association news, information on education issues, and education success stories.
Have you registered to attend the 2018 AWSP/WASA Summer Conference? The conference features four outstanding keynote speaker presentations, four rounds of concurrent sessions, and a variety of preconferences all supporting our theme “Leadership: Equity in Action.”

Register now or learn more at www.wasa-oly.org/Summer18. Access to housing is provided in your registration confirmation.

Keynote Speakers
Click here to learn about our keynote speakers.

Dr Mike Schmoker
Kevin Carroll
Salome Thomas-EL
Caprice D. Collins, Psy.D.

Spotlight on a WASA Diamond Level Sponsor: Gallagher VEBA

You probably see or hear the term “VEBA” from time to time. You may know it has something to do with medical expenses, but what exactly? You may be looking forward to retiring and having your district contribute unused sick leave or vacation cash out to something called a “VEBA” account or health reimbursement arrangement. Maybe your district is already making monthly contributions on your behalf. What you may not be aware of is the unique partnership that helped launch this valuable program.

Gallagher partnered with WASA, AWSP, and WASBO more than 30 years ago to start the non-profit VEBA Trust. Today, more than 400 school districts, community colleges, universities, and state agencies in Washington use VEBA Trust to provide employees with a tax-free source of funds to cover out-of-pocket medical expenses and premiums, particularly during retirement. Hundreds of thousands of school employees, retirees, and their family members have enjoyed significant tax savings and medical reimbursements provided by VEBA Trust.

VEBA Trust is governed by a six-member board of trustees, two of which are appointed by WASA. Since 1984, seven WASA members have had the distinction of serving on the VEBA Board. Three of WASA’s now retired members provided outstanding leadership to the Trust for a number of years. Cliff Campbell was the first VEBA Board chairman, followed by Walt Bigby, and then Steve Rasmussen. Here’s a list of your WASA members who have served:

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<thead>
<tr>
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<th>1984–1997</th>
<th>13 years</th>
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<tr>
<td>Cliff Campbell</td>
<td>1984–1997</td>
<td>13 years</td>
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<tr>
<td>Russ Hamburg</td>
<td>1984–1992</td>
<td>8 years</td>
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<tr>
<td>Walt Bigby</td>
<td>1992–2007</td>
<td>15 years</td>
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<tr>
<td>Steve Rasmussen</td>
<td>1997–2013</td>
<td>16 years</td>
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<tr>
<td>Polly Crowley</td>
<td>2007–2012</td>
<td>5 years</td>
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<tr>
<td>Mike Dunn</td>
<td>2012–present</td>
<td>6 years</td>
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<tr>
<td>Joel Aune</td>
<td>2014–present</td>
<td>4 years</td>
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The VEBA Board has assembled and manages a team of service providers responsible for plan consulting, compliance, recordkeeping, claims processing, customer care, communication, technology, and the overall daily operation of the program.

Gallagher, as VEBA Trust’s plan consultant and customer care center manager, values its long-standing relationship with WASA and is proud to serve VEBA Trust’s contributing employers and participants.

For more information, visit www.veba.org.

Just as districts around the state are asked for staff and student demographics, WASA often receives requests regarding our members’ gender, race, and ethnicity. This information is helpful when specific invitations are made for members to serve on committees, task forces, or workgroups. In addition, we are also asked for a mix of geographic area (east/west) and/or size of district (small to large) as needed. Please take a moment to update your membership profile to assist us in appropriately responding to the requests we receive. Go to WASA’s website at www.wasa-oly.org to log in/My WASA Profile/Update. You may also upload a photograph onto your profile.
2018–19 WASA PRESIDENT-ELECT CANDIDATES’ BIOGRAPHIES

KRESTIN BAHR
Superintendent | Eatonville School District

EDUCATION
• 2009–11, Superintendent Cohort, Washington State University, Pullman, WA
• 2003, Master of Education, Educational Leadership, City University, Renton, WA
• 1985, Bachelor of Arts, Biological Science, Pacific Lutheran University, Parkland, WA

PROFESSIONAL EXPERIENCE
2013–Present Superintendent, Eatonville School District
Tacoma School District
2010–13 Director, Secondary Education, Middle Schools
2010–11 Project Manager, School Improvement Grant
2008 Tacoma Principal Association President, 100+ Members
2006–10 Principal, Stewart Middle School
2003–08 Assistant Principal, Gray Middle School
1996–03 Advanced Placement/Science/Health Teacher, Mt. Tahoma High School
1986–96 Science and Health Teacher, Stewart Middle School

OTHER PROFESSIONAL ACTIVITIES & RECOGNITION
2017–18 Superintendent Environmental Education Collaborative Champion
2017 Nisqually Land Trust, Partner of the Year
2016–Present Advanced Placement—College Board Member
2016–Present Ohop Grange Member
2016–Present Washington State Superintendents
2014–Present Eatonville Lions Member
2014–Present Eatonville Chamber of Commerce Member
2013–Present AASA Member
2011–13 Professional Education Advisory Board, University of Washington, Tacoma
2008–09 Washington State Leadership Academy Board Member
2002 Fred Hutchinson Polymerase Chain Reaction Representative
2001–03 Deans List, City University
2001–03 Professional Education Advisory Board, Washington State University
2001 Christa McAuliffe Washington Award for Excellence in Education—Science
2000 Golden Acorn Award, Mt. Tahoma High School PTA
1998 DNA Polymorphism/DNA Center Grant Award Scholarship

WASA SERVICE
2017–Present Small Schools—Chair PSESD
2017–18 WASA 110—Pierce County Lead, Superintendent Advisory Board
2017–18 WASA Representative PLU. M. Ed. Admin. PEAB
2014–Present Board Member
2014–Present WASA Region
2013–17 WASA Representative for University of WA—Tacoma
2010–Present Member

JOHN D. BASH
Superintendent | Tumwater School District

EDUCATION
• 2008, Washington State Superintendent Certification, Washington State University
• 1993, Master of Arts—Educational Leadership, University of Washington, Danforth Program
• 1987, Bachelor of Arts—Elementary Education, Minor: Music Education, Central Washington University

PROFESSIONAL EXPERIENCE
2015–Present Superintendent, Tumwater School District
2010–15 Deputy Superintendent, North Thurston Public Schools
2007–10 Assistant Superintendent, Centralia School District
2001–07 Director of Teaching, Learning, and Special Programs, Centralia School District
1997–01 Principal, Washington Elementary, Centralia School District
1995–97 Assistant Principal/Athletic Director, Centralia Middle School
1987–95 Elementary and Secondary Teacher, Shelton and Olympia School Districts

OTHER PROFESSIONAL ACTIVITIES & RECOGNITION
2017 WASA Certificate of Appreciation
2017 Leadership Service Award—North Thurston Public Schools
2012 ESD 113 Spirit of Leadership Award
2009 City of Centralia Community Service Award
2007 WASA Region 113 Student Achievement Leadership Award
2006 Centralia College Hispanic Educational Leadership Project Award

WASA SERVICE
2018 WASA Executive Director Interview Panel
2017–Present WASA Board Member, Region 113
2017–Present WASA Superintendent Mentor Program
2017–Present SIRS Board
2007–08 WASA Region 113 Instructional Administrator Chair
2001–18 WASA Member
**WASA’S MENTOR ACADEMY—A YEAR IN REVIEW**

This past year, superintendents who mentored first-year superintendents had the opportunity to join WASA’s Mentor Academy. The goals of the academy were to:

- Support mentors as they seek to assist incoming superintendents to become strong evaluators of principals and other leaders within their system.
- Create a cadre of skilled mentors available to support incoming superintendents across the state become effective systems leaders.
- Improve the ability of incoming superintendents to support the professional growth of all school-level leaders in the district.
- Increase the ability of mentors and mentees to effectively use Washington’s eight leadership criteria in school leader supervision.

The members of the academy met three times throughout the year. Each meeting had three common threads of leading with vulnerability and authenticity, just-in-time needs of a first year superintendent, and the foundation of the program—building mentoring skills to support each superintendent work with their superintendent mentee.

**Leading with Vulnerability and Authenticity**
In each of our learning sessions we studied a different author’s research and leadership reflections on vulnerability and authenticity. The three texts used were:

- *The Advantage* by Patrick Lencioni
- *Daring Greatly* by Brene' Brown
- *The Power of Vulnerability* by Barry Kaplan & Jeffrey Manchester

**Just-in-time Learning**
During this part of our time together we discussed goal setting with principals, building a strong strategic plan, and marketing a strategic plan with students, staff, and community.

**Building Mentoring Skills**
Using Laura Lippman’s book *Mentoring Matters*, we worked through the key skills and concepts of mentoring building in time to practice the skills in triads.

WASA and OSPI are looking forward to learning and improving on this inaugural year of supporting a Mentor Academy. Plans are underway for continuing this initiative during the 2018–19 year. If interested in becoming a mentor or participating in the academy, please contact Helene Paroff at hparoff@wasa-oly.org.

**Upcoming Awards & Scholarships**

**Region Awards**
These awards are handled at the region level and include the Award of Merit, WASA Student Achievement Leadership, Twenty-Year, Retirement, and Community Leadership.

**Application Process:** March 1–May 2018 (deadlines vary by region)

**Superintendent of the Year**
The Superintendent of the Year program is designed to recognize the outstanding leadership of active, frontline superintendents.

**Application Process:** May 1–October 1, 2018
Region Events—May & June

Many WASA regions conduct monthly gatherings and/or provide activity reports in conjunction with ESD meetings (not listed below).

| REGION 101 | May 17, 9:30 a.m. |
| President—Brian Talbott |
| General Member Meeting, NEWESD 101, Spokane |

| REGION 105 | May 10, 5:30–8:30 p.m. |
| President—Shane Backlund |
| Awards Dinner, Howard Johnson Plaza, Yakima |
| General Member Meeting, Topic: Highly Capable Learners, Thorp |

| REGION 108 | May 3, 11:30 a.m.–1:30 p.m. |
| President—Ron Spanjer |
| Honorary Awards Luncheon, Skagit Golf & Country Club, Burlington |

| REGION 109 | May 10, 11:30 a.m.–2 p.m. |
| President—Justin Blasko |
| Awards Luncheon, Everett Golf & Country Club, Everett |

| REGION 110 | May 18, 12–1:30 p.m. |
| President—Tammy Campbell |
| Community Recognition Event, PSESD, Renton |

| REGION 111 | May 18, 7:30–8:30 a.m. |
| President—Amy McFarland |
| General Member Meeting, Topic: Emerging Issues, Fife District Office, Fife |

| REGION 112 | May 18, 9–10:15 a.m. |
| President—Andrew Kelly |
| Honorary Region Awards Ceremony, ESD 112, Vancouver |

| REGION 113 | May 23, 5–8 p.m. |
| President—Kim Fry |
| Honorary Awards Dinner, ESD 113, Tumwater |

| REGION 114 | May 25, 9 a.m.–12 p.m. |
| President—Dana Rosenbach |
| General Member Meeting, ESD 114, Room 202, Bremerton |

| REGION 123 | June 14, 5–8 p.m. |
| President—Wade Haun |
| Honorary Awards Dinner, Meadow Springs Country Club, Richland |

| REGION 171 | May 17, 11:30 a.m.–1 p.m. |
| President—Tom Venable |
| Honorary Region Awards Luncheon, North Central ESD 171, Wenatchee |

Contact WASA

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President-elect: Randy Russell, Freeman
Past President: Lois Davies, Pateros
Secretary: Vicki Bates, Auburn
Treasurer: Corine Pennington, Puyallup