

Northwest Regional Council - Regular Meeting
10:00 AM – 12:00 AM
December 7, 2023

AGENDA -

Agenda Topic	Action Required
1. Call to Order	
2. Public Comment	
3. Announcements	
4. Consent Agenda All matters listed with the Consent Agenda have been distributed to each Council Member for reading and study, are considered to be routine, and will be enacted by one motion of the Northwest Regional Council with no separate discussion. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a Council Member. Consent Agenda:	
a) Approval of the Minutes, July 10, 2023 and August 18, 2023	Motion to Approve
b) Approval of June, July, August, September, and October 2023 Expenditure Listings	Motion to Approve
c) 2023 Budget to Actual Report (Jan to Sept 2023)	Motion to Approve
d) Cancellation of Warrants, Resolution #23-03	Motion to Approve
e) Annual Internal Fiscal System Review	Motion to Approve
f) Routine Contracts and Amendments	Motion to Approve
5. Executive Director's Report	
a) Legislative and Agency Updates	Information Only
6. Regular Agenda	
a) NWRC 2024 Budget, Resolution #23-02	Motion to Approve
b) Proposed Reclassifications & Market Base Salary Adjustment	Motion to Approve
c) Proposed Policy Updates	Motion to Approve
d) Salary Schedule Expansion & Reclassification Recommendations	Motion to Approve
e) 2024- 2027 Strategic Plan Update	Motion to Approve
f) Proposed Meeting Schedule	Information Only
7. Executive Session	Information Only
a) Executive Director Performance	
8. Other Issues	
County Information Sharing	Verbal Reports
9. Adjournment	

Proposed Future NWRC Meetings

April, July, and December, 2024, Venue to be determined

For more information, please contact the NWRC office at (360) 676-6749 or 1-800-585-6749,
600 Lakeway Drive, Bellingham, WA 98225

**MINUTES OF THE
NORTHWEST REGIONAL COUNCIL
July 10, 2023**

BOARD MEMBERS:

Island County Commissioner Melanie Bacon, Whatcom County Executive Satpal Sidhu, Skagit County Commissioner Ron Wesen

STAFF: Amanda McDade, Darla Smith

PUBLIC: Barbara Pesola, San Juan County, NWSSB Chair, Kirsten Barron, Eron Cannon

The meeting was called to order at 8:34 am by Whatcom County Executive Satpal Sidhu

There was no public comment.

Executive Session

a) An Executive Session was called at 8:35 am to discuss legal updates. The Chair estimated the session would last up to 30 minutes.

The regular board meeting reconvened at 9:03 am.

Adjournment

There being no further business, the meeting adjourned at 9:05 am.

Prepared and submitted by:

Darla Smith

Darla Smith, Administrative Manager

**MINUTES OF THE
NORTHWEST REGIONAL COUNCIL
August 18, 2023**

BOARD MEMBERS:

Island County Commissioners Melanie Bacon and Jill Johnson, San Juan County Council Member Christine Minney, Skagit County Commissioners Ron Wesen and Peter Browning, Whatcom County Executive Satpal Sidhu

STAFF: Amanda McDade, Elizabeth Anderson, Sarah Silvas, Darla Smith, Amy Atticus, Shu-Ling Sun

PUBLIC: none present

The meeting was called to order at 10:02 am by Island County Commissioner Jill Johnson.

There was no public comment.

There was a request to move Agenda Item 4 – Executive Director’s Report to after Agenda Item 5 New business.

Consent Agenda

Motion was made by Whatcom County Executive Satpal Sidhu and Seconded by Island County Commissioner Melanie Bacon to approve the Consent Agenda items a – e: Approval of the Minutes, May 19, 2023, June 29, 2023, and July 10, 2023: Approval of March, April, and May 2023 Expenditure Listings: 2023 Budget to Actual Report: Routine Contracts and Amendments: County Contribution Request for 2024. The Motion passed unanimously.

Regular Agenda

a) Supplemental Budget, Resolution #23-01

NWRC Executive Director Amanda McDade reviewed the Supplemental Budget Request #1 with the Board. There was discussion about the reimbursement rates and the impact it will have on the proposed budget. Whatcom County Executive Satpal Sidhu requested that when the reimbursement rates are updated the Board be given an updated budget showing the corresponding increase in revenue.

Motion was made by Whatcom County Executive Satpal Sidhu to approve, Resolution #23-01, Supplemental Budget #1 as presented. Skagit County Commissioner Ron Wesen seconded the motion. Motion passed unanimously.

b) Behavioral Health Clinician Wages and Professional Funds

NWRC Executive Director Amanda McDade provided an overview of the proposed changes to Behavioral Health Clinician Wages and Professional Funds. The agency has had several open positions that have been difficult to recruit for. Partner agencies have experienced similar recruitment and vacancy issues and generally offer higher wages, sign on bonuses, and reimbursement for licenses. The Behavioral Health program is in high demand and is reimbursable. Clinicians have full caseloads and being fully staffed will increase our capacity to serve the community and would be supported by reimbursement for services.

Motion was made by Island County Commissioner Melanie Bacon and Seconded by Whatcom County

Executive Satpal Sidhu to authorize the proposed establishment of a *Behavioral Health Clinician – Independent Licensure* and master’s level SUDP wage on Range 5 of the salary schedule and reimbursement up to \$200 annually for 11 FTEs to maintain WA State Department of Health licensure effective September 1, 2023. Motion passed unanimously.

Executive Directors Report

NWRC Executive Director Amanda McDade informed the Board:

- W4A: We are focusing on requesting increased funding for the nutrition program. The program has been impacted by both the loss of COVID funding and increased community need.
- WA Cares: NWRC is providing outreach and support for the new WA Cares Fund. We have a tentative outline of our outreach plan and are working with the State to determine how people can access their funds.
- Northwest Senior Services Advisory Board: The chair and one member recently resigned from the Board. We are actively recruiting new members. There was discussion about the role of the Advisory Board. Governing Board members confirmed that the Advisory Boards role is to make recommendations based on lived experience and community connections to NWRC Leadership, who will take action based on what the Governing Board believes is in the best interest for the agency.
- Jail Health Program: Whatcom County has confirmed they have secured funding for an embedded care coordinator at the Jail. Having a care coordinator at the jail focusing inmate care coordination will vastly improve services for the population and help cover the current gap in services.

Bethany Chamberlin provided an update on the strategic planning process. Listening sessions began in May and covered:

- Building long-term services and supports to meet complex needs
- Providing information and access
- Supporting family caregivers and people impacted by dementia
- Transportation
- Coordination with tribes
- Behavioral Health and social isolation
- Diversity, equity, and inclusion

We are currently working with directors to set objective goals over the next 4 years. Our goal is to complete the report in September, have a public comment session in October, and submit the plan on November 2nd.

Executive Session

An Executive Session was called at 11:02 am to discuss legal updates. The Chair estimated the session would last up to 30 minutes.

The regular board meeting reconvened at 11:38 am.

Adjournment

There being no further business, the meeting adjourned at 11:39 am.

Prepared and submitted by:

Darla Smith

Darla Smith, Administrative Manager

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,337,529.98 this 7th day of December, 2023.

June 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,001,083.39 this 7th day of December, 2023.

July 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,377,184.49 this 7th day of December, 2023.

August 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,087,155.00 this 7th day of December, 2023.

September 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,093,188.49 this 7th day of December, 2023.

October 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember



TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

DATE: December 7, 2023

SUBJECT: January through September 2023 Budget to Actual Report

We are pleased to present you with the Budget to Actual Reports for the period January through September 2023. Through that period, we earned 75% of projected revenues with 75% of the year elapsed. Overall expenditures for the year were 70% of projections.

Please let me know if you have questions.

Proposed Motion: The Northwest Regional Council approves the January through September 2023 Budget to Actual Report.

NORTHWEST REGIONAL COUNCIL		TOTAL		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	5,975,615	4,661,983	78%
2	DSHS - ALTSA - All Other	6,293,742	4,657,803	74%
3	Disaster Relief Funding - COVID	837,151	729,179	87%
4	Health Care Authority	10,080,700	7,407,982	73%
5	Local Funds	145,628	176,967	122%
6	Other Contracted	4,252,514	3,017,103	71%
Subtotal Current Year Funding		27,585,350	20,651,017	75%
7	Use of Fund Balance Reserves	170,156	-	0%
Subtotal Funding (including reserves)		27,755,506	20,651,017	74%
Operating Expenditures				
8	Salaries & Wages	9,252,976	6,527,667	71%
9	Taxes & Benefits	4,001,453	2,769,537	69%
Total Personnel		13,254,429	9,297,204	70%
10	Office/Operating Supplies	102,248	49,666	49%
11	Small Tools/Capital Equipment	111,499	36,012	32%
12	Professional Services	656,690	408,039	62%
13	Communication	227,143	115,396	51%
14	Travel	212,063	90,114	42%
15	Occupancy/Insurance	635,209	362,395	57%
16	Disaster Relief	391,243	293,507	75%
17	Miscellaneous	194,754	113,858	58%
Total Operating Expenditures		2,530,849	1,468,987	58%
Total Direct Service and Administration		15,785,278	10,766,191	68%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	772,312	502,088	65%
20	San Juan County Senior Services	201,384	103,920	52%
21	Legal Services	54,072	31,071	57%
22	Nutrition			
23	ISR/Island County	373,452	294,075	79%
24	Skagit County	512,712	512,708	100%
25	WCOA/Whatcom and San Juan Counties	904,970	614,087	68%
26	Disaster Relief	445,908	435,672	98%
27	Volunteer Services			
28	ISR/Island County	38,477	38,476	100%
29	CASC/Skagit County	42,893	34,257	80%
30	Opportunity Council/Whatcom County	50,711	41,795	82%
31	Long Term Care Ombudsman Program	3,959	1,980	50%
32	Medicaid Transportation Brokerage	5,220,000	3,931,790	75%
33	Family Caregiver Support Project & Respite Services	496,440	393,210	79%
34	Kinship Caregivers Support Program/Kinship Navigator	156,934	65,076	41%
35	Caregiver Training/Agency Workers Health Insurance	299,800	210,305	70%
36	Evidence Based Programs	36,542	2,000	5%
37	Dementia Support Program	150,000	29,696	20%
38	Health Homes	2,010,000	1,398,574	70%
Total Subcontractor Expenditures		11,770,566	8,640,780	73%
39	Total Budgeted Expenditures	27,555,844	19,406,971	70%
40	Unallocated Funding	199,662	1,244,046	623%

NORTHWEST REGIONAL COUNCIL		Community Programs		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	159,000	97,240	61%
2	DSHS - ALTSA - All Other	3,497,625	2,598,317	74%
3	Disaster Relief Funding - COVID			
4	Health Care Authority			
5	Local Funds			
6	Other Contracted		-	
Subtotal Current Year Funding		3,656,625	2,695,557	74%
7	Use of Fund Balance Reserves	20,630	-	0%
Subtotal Funding (including reserves)		3,677,255	2,695,557	73%
Operating Expenditures				
8	Salaries & Wages	1,571,143	1,091,914	69%
9	Taxes & Benefits	711,280	477,530	67%
Total Personnel		2,282,423	1,569,444	69%
10	Office/Operating Supplies	17,638	9,790	56%
11	Small Tools/Capital Equipment	17,201	3,348	19%
12	Professional Services	17,171	35,328	206%
13	Communication	32,942	26,609	81%
14	Travel	31,375	14,626	47%
15	Occupancy/Insurance	131,285	73,102	56%
16	Disaster Relief	-	-	
17	Miscellaneous	47,064	57,842	123%
Total Operating Expenditures		294,676	220,645	75%
Total Direct Service and Administration		2,577,099	1,790,089	69%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	252,332	136,562	54%
20	San Juan County Senior Services	201,384	103,920	52%
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services	496,440	393,210	79%
34	Kinship Caregivers Support Program/Kinship Navigator			
35	Caregiver Training/Agency Workers Health Insurance			
36	Evidence Based Programs			
37	Dementia Support Program	150,000	29,696	20%
38	Health Homes			
Total Subcontractor Expenditures		1,100,156	663,388	60%
39	Total Budgeted Expenditures	3,677,255	2,453,477	67%
40	Unallocated Funding	-	242,080	

NORTHWEST REGIONAL COUNCIL		Clinical and Long-Term Care Programs		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	5,816,615	4,564,743	78%
2	DSHS - ALTSA - All Other	280,127	217,288	78%
3	Disaster Relief Funding - COVID			
4	Health Care Authority	3,800,000	2,664,718	70%
5	Local Funds			
6	Other Contracted	2,049,233	1,385,444	68%
Subtotal Current Year Funding		11,945,975	8,832,193	74%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		11,945,975	8,832,193	74%
Operating Expenditures				
8	Salaries & Wages	5,561,583	3,892,454	70%
9	Taxes & Benefits	2,403,202	1,657,667	69%
Total Personnel		7,964,785	5,550,121	70%
10	Office/Operating Supplies	70,347	33,369	47%
11	Small Tools/Capital Equipment	75,000	29,418	39%
12	Professional Services	229,175	194,611	85%
13	Communication	159,371	76,431	48%
14	Travel	163,357	69,922	43%
15	Occupancy/Insurance	431,928	250,453	58%
16	Disaster Relief	-	-	
17	Miscellaneous	122,370	44,661	36%
Total Operating Expenditures		1,251,548	698,865	56%
Total Direct Service and Administration		9,216,333	6,248,986	68%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	519,980	365,526	70%
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Kinship Caregivers Support Program/Kinship Navigator			
35	Caregiver Training/Agency Workers Health Insurance			
36	Evidence Based Programs			
37	Dementia Support Program			
38	Health Homes	2,010,000	1,398,574	70%
Total Subcontractor Expenditures		2,529,980	1,764,100	70%
39	Total Budgeted Expenditures	11,746,313	8,013,086	68%
40	Unallocated Funding	199,662	819,107	

NORTHWEST REGIONAL COUNCIL		Other Subcontracting		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other	2,515,990	1,842,198	73%
3	Disaster Relief Funding - COVID			
4	Health Care Authority			
5	Local Funds			
6	Other Contracted	60,000	60,000	100%
Subtotal Current Year Funding		2,575,990	1,902,198	74%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		2,575,990	1,902,198	74%
Operating Expenditures				
8	Salaries & Wages	62,992	34,228	54%
9	Taxes & Benefits	25,595	14,026	55%
Total Personnel		88,587	48,254	54%
10	Office/Operating Supplies	700	581	83%
11	Small Tools/Capital Equipment	1,442	415	29%
12	Professional Services	1,594	2,831	178%
13	Communication	2,905	939	32%
14	Travel	475	387	81%
15	Occupancy/Insurance	3,870	1,861	48%
16	Disaster Relief	-	-	
17	Miscellaneous	1,895	1,100	58%
Total Operating Expenditures		12,881	8,114	63%
Total Direct Service and Administration		101,468	56,368	56%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services	54,072	31,071	57%
22	Nutrition			
23	ISR/Island County	373,452	294,075	79%
24	Skagit County	512,712	512,708	100%
25	WCOA/Whatcom and San Juan Counties	904,970	614,087	68%
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County	38,477	38,476	100%
29	CASC/Skagit County	42,893	34,257	80%
30	Opportunity Council/Whatcom County	50,711	41,795	82%
31	Long Term Care Ombudsman Program	3,959	1,980	50%
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Kinship Caregivers Support Program/Kinship Navigator	156,934	65,076	41%
35	Caregiver Training/Agency Workers Health Insurance	299,800	210,305	70%
36	Evidence Based Programs	36,542	2,000	5%
37	Dementia Support Program			
38	Health Homes			
Total Subcontractor Expenditures		2,474,522	1,845,830	75%
39	Total Budgeted Expenditures	2,575,990	1,902,198	74%
40	Unallocated Funding	-	-	

NORTHWEST REGIONAL COUNCIL		Non Emergency Transportation Brokerage		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Disaster Relief Funding - COVID			
4	Health Care Authority	6,280,700	4,743,264	76%
5	Local Funds	145,628	46,755	32%
6	Other Contracted			
Subtotal Current Year Funding		6,426,328	4,790,019	75%
7	Use of Fund Balance Reserves	37,293	-	0%
Subtotal Funding (including reserves)		6,463,621	4,790,019	74%
Operating Expenditures				
8	Salaries & Wages	730,443	536,623	73%
9	Taxes & Benefits	334,962	241,466	72%
Total Personnel		1,065,405	778,089	73%
10	Office/Operating Supplies	5,600	3,655	65%
11	Small Tools/Capital Equipment	13,836	2,072	15%
12	Professional Services	55,820	25,064	45%
13	Communication	23,240	7,898	34%
14	Travel	3,800	2,074	55%
15	Occupancy/Insurance	60,764	33,237	55%
16	Disaster Relief	-		
17	Miscellaneous	15,156	6,140	41%
Total Operating Expenditures		178,216	80,140	45%
Total Direct Service and Administration		1,243,621	858,229	69%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage	5,220,000	3,931,790	75%
33	Family Caregiver Support Project & Respite Services			
34	Kinship Caregivers Support Program/Kinship Navigator			
35	Caregiver Training/Agency Workers Health Insurance			
36	Evidence Based Programs			
37	Dementia Support Program			
38	Health Homes			
Total Subcontractor Expenditures		5,220,000	3,931,790	75%
39	Total Budgeted Expenditures	6,463,621	4,790,019	74%
40	Unallocated Funding	-	-	

NORTHWEST REGIONAL COUNCIL		Jail Health Program		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Disaster Relief Funding - COVID			
4	Health Care Authority			
5	Local Funds			
6	Other Contracted	1,943,281	1,434,328	74%
Subtotal Current Year Funding		1,943,281	1,434,328	74%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		1,943,281	1,434,328	74%
Operating Expenditures				
8	Salaries & Wages	1,267,268	924,591	73%
9	Taxes & Benefits	500,685	362,424	72%
Total Personnel		1,767,953	1,287,015	73%
10	Office/Operating Supplies	7,505	833	11%
11	Small Tools/Capital Equipment	3,100	561	18%
12	Professional Services	131,967	12,207	9%
13	Communication	6,846	2,804	41%
14	Travel	12,721	2,868	23%
15	Occupancy/Insurance	6,116	2,663	44%
16	Disaster Relief	-		
17	Miscellaneous	7,073	1,496	21%
Total Operating Expenditures		175,328	23,432	13%
Total Direct Service and Administration		1,943,281	1,310,447	67%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Kinship Caregivers Support Program/Kinship Navigator			
35	Caregiver Training/Agency Workers Health Insurance			
36	Evidence Based Programs			
37	Dementia Support Program			
38	Health Homes			
Total Subcontractor Expenditures		-	-	
39	Total Budgeted Expenditures	1,943,281	1,310,447	67%
40	Unallocated Funding	-	123,881	

NORTHWEST REGIONAL COUNCIL		Other NWRC Activities		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2023	% of Year	75%
JANUARY - SEPTEMBER 2023		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Disaster Relief Funding - COVID	837,151	729,179	87%
4	Health Care Authority			
5	Local Funds	-	130,212	
6	Other Contracted	200,000	137,331	69%
Subtotal Current Year Funding		1,037,151	996,722	96%
7	Use of Fund Balance Reserves	112,233	-	0%
Subtotal Funding (including reserves)		1,149,384	996,722	87%
Operating Expenditures				
8	Salaries & Wages	59,548	47,856	80%
9	Taxes & Benefits	25,728	16,425	64%
Total Personnel		85,276	64,281	75%
10	Office/Operating Supplies	458	1,438	314%
11	Small Tools/Capital Equipment	920	198	22%
12	Professional Services	220,963	137,998	62%
13	Communication	1,839	715	39%
14	Travel	335	237	71%
15	Occupancy/Insurance	1,246	1,079	87%
16	Disaster Relief	391,243	293,507	75%
17	Miscellaneous	1,196	2,619	219%
Total Operating Expenditures		618,200	437,791	71%
Total Direct Service and Administration		703,476	502,072	71%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief	445,908	435,672	98%
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Kinship Caregivers Support Program/Kinship Navigator			
35	Caregiver Training/Agency Workers Health Insurance			
36	Evidence Based Programs			
37	Dementia Support Program	-		
38	Health Homes			
Total Subcontractor Expenditures		445,908	435,672	
39	Total Budgeted Expenditures	1,149,384	937,744	82%
40	Unallocated Funding	-	58,978	

**NORTHWEST REGIONAL COUNCIL
RESOLUTION NO. 23-03**

**ORDERING THE CANCELLATION OF CHECKS
MORE THAN A YEAR OLD**

WHEREAS, the Revised Code of Washington, Section 63.30, requires public agencies to report abandoned checks more than a year old to the Washington State Department of Revenue, Unclaimed Property Division; and

WHEREAS, Northwest Regional Council has compiled a list of checks that were issued prior to July 1, 2022, but never presented.

NOW, THEREFORE, BE IT RESOLVED that Northwest Regional Council hereby cancel the checks listed below. Payment has been issued to the Washington State Department of Revenue.

Checks issued before July 1, 2022				
Fund	Check No.	Check Date	Payee	Amount
460-NEMT	6292	7/7/2021	Christina Duran	11.90
460-NEMT	6318	7/7/2021	Rocio Pardo	13.65
460-NEMT	7201	11/3/2021	Efrain Robles Padilla	6.30
460-NEMT	7652	1/6/2022	Michel McKinnon	57.40
460-NEMT	7914	2/10/2022	Sharanjeet Kaur	25.20
460-NEMT	8125	3/10/2022	Tiffany Fry	30.80
460-NEMT	8295	4/6/2022	Caleb Brown	63.00
460-NEMT	8391	4/14/2022	Michel McKinnon	46.90
460-NEMT	8400	4/14/2022	Robin Giddings	42.70
460-NEMT	8566	5/4/2022	Michel McKinnon	37.80
460-NEMT	8933	6/16/2022	Stella Hartley	67.20
			Total NWRC	402.85

RESOLUTION NUMBER NO. 23-03, APPROVED THIS 7th DAY OF DECEMBER 2023.

NORTHWEST REGIONAL COUNCIL:

Melanie Bacon
Island County Commissioner

Jill Johnson, Chair
Island County Commissioner

Jane Fuller
San Juan County Council Member

Christine Minney
San Juan County Council Member

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
County Executive, Whatcom County

Kathy Kershner
Whatcom County Council Member

ATTEST:

Amanda McDade, Executive Director
Northwest Regional Council



TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

DATE: December 7, 2023

SUBJECT: Annual Internal Fiscal System Review

As you are aware, NWRC has a long history of strong financial management. As part of our emphasis on quality we continually assess our systems and update policies and procedures as necessary.

Each year we review our financial systems against guidance from the Washington State Auditor's Office.

As you can see from the attached documents, NWRC continues to fare well against the SAO internal control checklist for local governments.

Please let me know if you have questions.



Internal control checklist for local governments

This self-assessment checklist has been compiled to assist city/county managers, clerks, treasurers, and auditors to assess their own internal control environment for accounting and financial reporting and to provide guidance in placing controls where weaknesses are perceived. Your entity's system of internal controls includes all of the policies and procedures needed to provide reasonable assurance that your financial information is reliable, that operations within your office are effective and secure, and that you are complying with applicable laws and regulations.

Answer each of the questions by circling "Y" (Yes) or "N" (No) in response to each question.

After completing the questionnaire, scan down your answers in the "Response" column, noting whether they are aligned to the left or right side of the column. The questions that you have been able to answer on the left side indicate the internal control is in place. Your answers on the right side indicate an internal control weakness. This checklist should give you a good indicator of the number and type of internal controls that might need attention in your operation. Please give your auditor or the Washington State Auditor's Office (360) 902-0370 a call if you need assistance.

General	Response	Comments
1. Is management aware that internal control is their responsibility?	<input checked="" type="radio"/> Y <input type="radio"/> N	
2. Does management show commitment to establishing and maintaining controls?	<input checked="" type="radio"/> Y <input type="radio"/> N	
3. Does your entity have an organizational chart defining the activities and persons responsible for them?	<input checked="" type="radio"/> Y <input type="radio"/> N	
4. Are the duties of officials and employees clearly defined and assisted?	<input checked="" type="radio"/> Y <input type="radio"/> N	
5. Does management consistently exhibit high ethical and professional standards in its conduct, setting the standard for the entire organization?	<input checked="" type="radio"/> Y <input type="radio"/> N	
6. Are personnel involved in accounting functions required to take an annual vacation?	<input type="radio"/> Y <input checked="" type="radio"/> N	Vacations are highly encouraged and responsibilities are covered by other staff
7. Are accounting functions performed by other personnel during the vacation of primary accounting personnel?	<input checked="" type="radio"/> Y <input type="radio"/> N	
8. Is other staff trained in the accounting functions to provide backup in the case of vacation or other absence of the primary bookkeeping employee(s)?	<input checked="" type="radio"/> Y <input type="radio"/> N	
9. Is responsibility for accounting duties ever rotated among staff?	<input checked="" type="radio"/> Y <input type="radio"/> N	

General		Response	Comments
10.	Is a current, accurate and accessible policy and procedures manual in place, including an official code of conduct/ethics or an official set of policies governing employee conduct/ethics?	<input checked="" type="radio"/> Y N	
11.	Are the policies governing employee conduct communicated in an effective way to staff and reviewed with them periodically?	<input checked="" type="radio"/> Y N	
12.	Is confidential or sensitive material (e.g. payroll records and taxes) maintained separately from non-confidential records?	<input checked="" type="radio"/> Y N	
13.	Is insurance coverage reviewed periodically by qualified individuals to determine adequacy.	<input checked="" type="radio"/> Y N	
14.	Does the comprehensive liability policy include liability coverage for all officials and employees?	<input checked="" type="radio"/> Y N	Jail Health staff are covered by Whatcom County
15.	Is a budget system (including monthly or quarterly budget reports) used by management for watching income and expenses?	<input checked="" type="radio"/> Y N	
16.	Are cash projections made and periodically compared by management to the operational accounting information?	<input checked="" type="radio"/> Y N	
17.	Do surety and/or performance bonds cover all employees/officials who handle the city's/county's funds?	<input checked="" type="radio"/> Y N	
18.	Are surety bonds of a sufficient amount, as prescribed and approved by the Council or Commission?	<input checked="" type="radio"/> Y N	
19.	Are authorizations for all bank accounts and check signers updated annually?	<input checked="" type="radio"/> Y N	Updated as needed throughout each year

Financial Records		Response	Comments
20.	Do you have different staff responsible for a) authorizing a transaction, b) recording the transaction in the accounting records, and c) maintaining custody of the assets resulting from the transaction?	<input checked="" type="radio"/> Y N	
21.	Is an accounting system in use that allows management to record financial transactions, view the data by category, and create timely reports to maintain accountability for the government's assets?	<input checked="" type="radio"/> Y N	
22.	Are detailed cash receipts journals maintained?	<input checked="" type="radio"/> Y N	
23.	Are detailed cash disbursement journals maintained?	<input checked="" type="radio"/> Y N	

Financial Records		Response		Comments
24.	Are Council records (if separate records other than orders are kept) reconciled with the clerk/treasurer's records monthly?	Y	N	Not applicable to NWRC
25.	Are the general ledger and its subsidiary ledgers kept up to date and reconciled monthly?	<input checked="" type="radio"/> Y	N	
26.	Is a chart of accounts used?	<input checked="" type="radio"/> Y	N	
27.	Are records properly guarded from fire, theft and manipulation?	<input checked="" type="radio"/> Y	N	Guarded from theft and manipulation in locked file cabinets. Not fire proof.
28.	Is computerized data backed up daily and source documents retained until backup?	Y	<input checked="" type="radio"/> N	Backups of accounting system are not performed on a daily basis.
29.	Is a copy of electronic data properly stored off-site?	<input checked="" type="radio"/> Y	N	
30.	Are all financial recording documents (receipts, purchase orders sequentially prenumbered, retained, and accounted for, including spoiled or voided forms?	<input checked="" type="radio"/> Y	N	
31.	Are automatic duplicates of certain forms (receipts & purchase orders) provided to individuals (e.g. vendors, taxpayers, etc.)?	<input checked="" type="radio"/> Y	N	
32.	Is the person who does the bank reconciliation different from the person authorized sign to checks and make deposits?	<input checked="" type="radio"/> Y	N	
33.	Is the bank reconciliation procedure documented?	<input checked="" type="radio"/> Y	N	
34.	Are bank statements reconciled monthly, preferably within 15 days after the statement date?	<input checked="" type="radio"/> Y	N	
35.	Does a responsible official, other than the preparer, review completed bank reconciliations?	<input checked="" type="radio"/> Y	N	
36.	Is the completed bank reconciliation initialed and dated by both the preparer and the reviewer?	<input checked="" type="radio"/> Y	N	
37.	Are the following monthly procedures currently performed:	<input checked="" type="radio"/> Y	N	
	• Reconcile cash accounts?	<input checked="" type="radio"/> Y	N	
	• Reconcile accounts receivable to the detail invoices?	<input checked="" type="radio"/> Y	N	
	• Reconcile payroll withholdings to the payroll reports?	<input checked="" type="radio"/> Y	N	
	• Reconcile accounts payable subsidiary ledger to actual invoices?	<input checked="" type="radio"/> Y	N	
	• Reconcile property tax receipts to the property tax receivables?	Y	N	Not applicable to NWRC

Cash Receipts		Response	Comments
38.	Is receipt of currency (which include checks) adequately controlled until deposited or remitted to the treasurer (within 24 hours as required by state law)?	<input checked="" type="radio"/> Y N	Approved extension on file from Whatcom County Treasurer
39.	Is a copy kept of the treasurer's signed and dated endorsement of the tax collector's receipts, payments and any abatements?	Y N	Not applicable to NWRC
40.	Have safeguards been provided to prevent officials or employees from cashing checks payable to the city/county?	<input checked="" type="radio"/> Y N	
41.	Are monies received by one employee, documented and then deposited by another employee?	<input checked="" type="radio"/> Y N	
42.	Are all monies received by the city/county turned over intact daily to the person who makes the bank deposit?	<input checked="" type="radio"/> Y N	
43.	Does the clerk/treasurer keep separate accounts of all money received as highway or school taxes?	Y N	Not applicable to NWRC
44.	Is the person who handles cash (receipts, bank deposits, purchases) different from the person who keeps the cashbooks/accounting records?	<input checked="" type="radio"/> Y N	
45.	Are funds received over the counter controlled by sequentially numbered counter receipts?	<input checked="" type="radio"/> Y N	

Purchasing		Response	Comments
46.	Is Council/Commission or Manager approval:	<input checked="" type="radio"/> Y N	
	a. Required for all purchases?	<input checked="" type="radio"/> Y N	
	b. Signed by a majority of the board and dated?	<input checked="" type="radio"/> Y N	
47.	Does the treasurer keep a book recording all pay orders (outstanding payables) that are not paid?	<input checked="" type="radio"/> Y N	
48.	Are the functions of purchasing goods, receipt of goods, and cash payment for goods performed by separate employees?	<input checked="" type="radio"/> Y N	
49.	Are:	<input checked="" type="radio"/> Y N	
	Checks pre-numbered?	<input checked="" type="radio"/> Y N	
	Unused checks controlled?	<input checked="" type="radio"/> Y N	
	Check signature stamps secured and not provided for staff use?	Y N	Not applicable to NWRC. Checks are signed manually
	Checks prepared and signed by separate employees?	<input checked="" type="radio"/> Y N	
	Checks are never written to "Cash"?	<input checked="" type="radio"/> Y N	

Purchasing		Response	Comments
50.	Are materials and supplies inspected for condition and counted when received?	<input checked="" type="radio"/> Y N	
51.	Does invoice processing include a mathematical check of footings, extensions and discounts?	<input checked="" type="radio"/> Y N	
Cash Disbursements		Response	Comments
52.	Are all cash disbursements, except petty cash items, made by check?	<input checked="" type="radio"/> Y N	Automated Clearing House (ACH) debits and direct deposits also used
53.	Are checks signed and immediately sent out but not returned to the check preparer to distribute?	<input checked="" type="radio"/> Y N	
54.	Are pre-numbered checks used?	<input checked="" type="radio"/> Y N	
55.	If checks are produced manually, is a controlled, mechanical check protector used?	Y N	Not applicable to NWRC. All checks are signed by an authorized employee of NWRC
56.	Are checks produced on an automated financial system?	<input checked="" type="radio"/> Y N	
57.	Is all investment activity by the clerk/treasurer approved by the Council/Commission and documented?	<input checked="" type="radio"/> Y N	The NWRC Council appoints a Fiscal Officer who approves all investments
58.	Is petty cash handled through a fixed amount account with limited purchases that are reviewed by another individual?	Y N	Not applicable to NWRC. Petty cash funds were dissolved in December 2021
Property and Equipment		Response	Comments
59.	Are schedules of fixed assets and depreciation maintained?	<input checked="" type="radio"/> Y N	Depreciation not applicable to cash basis
60.	Are periodic inventories taken and compared with the schedules of fixed assets?	<input checked="" type="radio"/> Y N	
61.	Is all property and equipment purchased or leased with city/county funds held in the name of the city/county?	<input checked="" type="radio"/> Y N	
62.	Are invoices maintained to support the purchase or lease of equipment?	<input checked="" type="radio"/> Y N	
Notes and Investments		Response	Comments
63.	Are schedules maintained of all borrowing and investing activities?	<input checked="" type="radio"/> Y N	

Grand List and Tax Records		Response		Comments
64.	Is a system used (ideally a tax map) to be certain that all taxable property is included in the grand list?	Y	N	Not applicable to NWRC
65.	Are newly constructed or remodeled structures updated timely?	Y	N	Not applicable to NWRC
66.	Does the delinquent tax collector turn all receipts over to the clerk/treasurer so that the collector's fees can be entered into the city's/county's books as wages?	Y	N	Not applicable to NWRC
67.	Does the city/county have adequate follow-up policies with delinquent taxpayers?	Y	N	Not applicable to NWRC
68.	Does the entity maintain adequate records to support discounts or credits?	Y	N	Not applicable to NWRC
69.	Does someone other than the tax collector (delinquent or current) reconcile taxes?	Y	N	Not applicable to NWRC
Enterprise Funds (Water, Sewer, etc.)		Response		Comments
70.	Do accounting practices for enterprise funds follow guidelines listed above for all other city/county funds?	Y	N	Not applicable to NWRC
71.	Is the follow-up on delinquent accounts adequate?	Y	N	Not applicable to NWRC

References:

Internal Control Guidebook 2010, National Association of State Comptrollers (as modified by the Washington State Auditor's Office. http://www.sao.wa.gov/EN/ClientSupport/AccountabilityFraud/Documents/Prevention_IC_guidebook.pdf

"Evaluating Internal Controls, A Local Government Manager's Guide", S. Gauthier, Government Finance Officers Association (GFOA), Chicago, IL., 2004.

Part 3, Chapter 9, Section 24 of the Washington State Auditor's Budget, Accounting and Reporting Systems Manual for Cities, Counties and Special Purpose Districts (GAAP): Accounting Principles and Internal Control http://www.sao.wa.gov/EN/ClientSupport/FinancialReporting/LGS/BarsManuals/Documents/BarsManuals/GAAP_p3ch1s3.pdf



Memorandum

TO: Northwest Regional Council
FROM: Amanda McDade, Executive Director
DATE: November 20, 2023
SUBJECT: NWRC Routine Contracts/Amendments

Background

Northwest Regional Council receives funding from various sources and, in turn, contracts for a variety of community services. An update of contracted activity is provided at each NWRC Board meeting.

Issue

Since August 1, 2023, we have received the following contracts or amendments:

Contracts

Contract No.	Purpose	Amount	Dates
2169-30889 Amendment 01	Increase ARP Funds	\$7,001.00 increase	4/1/21 - 9/30/24
2269-38387 Amendment 03	OAA Extension until 9/24/23	N/A	1/1/22 - 9/30/24
2269-43433 Amendment 03	SFY23 State-Fed Budget Revision	N/A	7/1/22 - 6/30/23
2369-46214 Amendment 02	Increase OAA Funds	\$8,329.00 increase	1/1/23 - 9/30/24
2369-46214 Amendment 03	Increase OAA Funds	\$1905.00 increase	1/1/23 - 9/30/24
No Number Assigned	Amendment to Molina DSNP Agreement - Rate changes, Lead may retain 10% for admin	Fee for service	1/1/23 - ongoing
2369-50005	AAA State Federal Agreement SFY24	\$4,315,526.00	7/1/23 - 6/30/24

Contracts, cont.

Contract No.	Purpose	Amount	Dates
2369-50005 [01]	AAA State Federal Agreement SFY24 - Case Mgmt and KCSP Fund Changes	Additional \$4,312,003.00	7/1/23 - 6/30/24
2137544758	Amerigroup Provider Amendment - Behavioral Health Amendment	Fee for Service	9/1/23 - ongoing
202205010-3	Additional Funds for MOUD Services at Whatcom County Jail	\$10,000.00 increase	10/1/23 - 12/31/23
M202510	Contract for Client Services between OIC and NWRC - MIPPA	\$48,060.00	10/1/23 - 9/30/24
K4808, Amendment 5	HCA Health Homes Lead Agreement - Extend contract term and clarify contract language	Fee for Service	1/1/24 - 12/31/24
No Number Assigned	Recovery Care Coordination (RCC) Program - 2024 Services	\$318,300.00	1/1/24 - 12/31/24
Schedule 004	SSBCI Humana Care Coordination - Hourly Rate Update	N/A	1/1/24 - ongoing

Subcontracts for Services

Contract No.	Contractor	Purpose	Dates
250079-NEMT	Yellow Cab Co-op, Inc.	NEMT	7/29/23 - 6/30/25
260127-FCSP-C	PNW Home for Life LLC	Occupational Therapy	8/1/23 - 6/30/26
2312-50578	PNW Home for Life LLC	COPES Client Training - Occupational Therapy	8/1/23 - 6/30/26

Subcontracts for Services, cont.

Contract No.	Contractor	Purpose	Dates
250080-NEMT	Serenity Transit, LLC	NEMT	8/15/23 - 6/30/25
260208-NWRC-RN	Tessa Anker, RN	Nurse Consultation	9/1/23 - 6/30/26
260609-NWRC-RN	Rachel Marx, RN	Nurse Consultation	9/1/23 - 6/30/26
2312-51032	Rachel Marx, RN	COPEs Skilled Nursing	9/1/23 - 6/30/26
2312-51473	GPS Services, LLC	COPEs Behavioral Consultation	9/15/23 - 6/30/26
2312-52035	Leavens Enterprises, Inc. dba ServPro of Whatcom County	COPEs Community Transition and Sustainability Services	10/15/23 - 6/30/26
200227-SHS	Achieve New Heights	Supportive Housing Services	11/1/23 - 12/31/24
260210-NWRC-RN	Brenda Post RN BSN	Nurse Consultation	11/1/23 - 6/30/26
2312-52303	Brenda Post RN BSN	COPEs Skilled Nursing	11/1/23 - 6/30/26
260128-FCSP-C	SomaCentric, LLC	Massage Therapy	11/1/23 - 6/30/26
2312-52272	SomaCentric, LLC	MTD - Massage Therapy	11/1/23 - 6/30/26

Terminated Contracts

Contract No.	Contractor (Term Date)	Purpose	Dates
2211-42740	Lisa Silverman (8/27/23)	COPEs Community Choice Guide	7/1/22 – 8/27/22

Amendments

Contract No.	Contractor	Purpose	Dates
242010-CM [01]	Island Senior Resources	Announcing decrease in CM rate to reflect decrease from DSHS	7/1/23 - 12/31/23
242012-KCSP-KNAV [01]	Opportunity Council	Awarding additional KNAV fund for calendar year.	7/1/23 - 12/31/23
250072-NEMT [06]	D&A Transportation	Quarterly Rate Change	8/16/23 - 6/30/25

Agreements

Organization	Purpose	Dates
DSHS-ALTSA	Long-Term Payable Funds Procedure	7/1/23 - 6/30/24
Creative Change Productions LLC	Promo Videos for Dementia Support Program	8/23/23 - 12/31/23
Whatcom County Health and Community Services, Whatcom County Sheriff's Department	Bicillin Administration in Whatcom County Jail	9/10/23 - 9/10/24
Copiers Northwest	Delivery of New Copiers	11/3/23 - ongoing
Qualifacts Systems, LLC	Credible Consultation and Training	11/17/23 - ongoing
People for People	Support for TABS software for NEMT	12/1/23 - 11/30/24
DSHS-ALTSA	Data Share Agreement	1/1/24 - 12/31/25

Proposed Motion:

The NWRC Governing Board approves the above referenced contracts and agreements.



Northwest Regional Council

2024 Budget

600 Lakeway Drive, Suite 100
Bellingham WA 98225
(360) 676-6749
www.nwrcwa.org

*An association of county governments serving the
people of Island, San Juan, Skagit, and Whatcom.*

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December 7, 2023

TO: Northwest Regional Council
FROM: Amanda McDade, Executive Director
SUBJECT: 2024 NWRC Budget Message

I recommend the enclosed 2024 NWRC Budget of \$28.3 Million for your consideration and approval. This budget represents a 3% increase from the current year.

On the expense side, please note the following changes from our 2023 baseline:

- A net increase of 3 FTE's as follows:
 - An additional Contracts Specialist to increase capacity and prepare for WA CARES.
 - A Quality Assurance/Training Coordinator position as of July 2024 to address increased program complexity.
 - A decrease of 2 FTE in Community Program's Case Managers due to a lack of caseloads in the Medicaid Transformation Demonstration program.
 - A new Care Coordinator to provide care transition services for the Whatcom County Jail.
 - An additional Behavioral Health Clinician to support caseloads.
 - A new Information Technology Specialist to increase capacity of IT department as we grow, and to address cybersecurity.
- A net decrease in subcontractor expenditures largely due to removal of one-time funding for nutrition services, declining distribution of COVID funds, moving Camano I&A/FCSP in-house, and recategorizing Dementia Support Program funds from subcontractor expenditures to operating expenditures.
- Reclassification salary adjustments outlined for you in a separate memorandum that accompanies the full Board packet.
- Updates to the salary schedule are summarized for you in a separate memorandum as part of the full Board packet.
- A 3% COLA for staff salaries consistent with NWRC's compensation philosophy, to maintain market position, and to aid in recruitment and retention.

On the revenue side, we project:

- A 3% increase in DSHS Medicaid funding due to increased numbers of Title 19 Case Management clients.
- A 6% decrease in other DSHS funding largely due to the removal of one-time nutrition funds, and declining caseloads in the Medicaid Transformation Demonstration program.
- A 7% decrease in Disaster Relief Funding relating to NWRC's plan to allocate slightly less funding to 2024 as funds are only available through September of 2024.
- A 3% increase in Health Care Authority funding caused by a July 2023 Health Homes rate increase, and growth in transportation services.
- A 13% increase in local funds to account for increases to county contributions and recent trends in interest revenues.
- An 18% increase in our other contracts due largely to growth in our behavioral health program, and our care transition services.

The proposed 2024 budget includes a statement of activity related to our reserves/fund balances through September. I am pleased that we have built our Medicaid-related reserves over the past year by around \$1,100,000 to a total of \$4.2 million. Since our Medicaid programs are funded on a fee-for-service basis we purposely budget conservatively and typically end up serving more clients than projected, with the accompanying increase in revenue.

The "Unrestricted funds" represents the reserves we have accrued from other NWRC programs. I am pleased that we have built our unrestricted fund balance by about \$400,000 which brings our unrestricted fund balance to \$2.6 million and total reserves to just above \$6.8 million, the equivalent of 2.9 months of operating expenditures, which is considered a reasonable reserve for an agency of our type.

If you have any questions, please do not hesitate to call.

PROPOSED MOTION: The Northwest Regional Council approves the Resolution 23-02 for the 2024 budget.

RESOLUTION NO. 23-02
NORTHWEST REGIONAL COUNCIL BUDGET
JANUARY 1, 2024 - DECEMBER 31, 2024

WHEREAS, the attached Budget for calendar year 2024 has been presented to the Northwest Regional Council for review; and

WHEREAS, the Northwest Regional Council has reviewed said document and is in agreement with the funding and expenditure levels set forth in said document;

NOW, THEREFORE, the Northwest Regional Council does ordain as follows:

The Northwest Regional Council Budget for 2024 is hereby approved as presented. Included in the Budget is a 3% cost of living adjustment for all eligible Northwest Regional Council employees, effective January 1, 2024.

RESOLUTION NUMBER NO. 23-02, APPROVED THIS 7th DAY OF DECEMBER 2023.

NORTHWEST REGIONAL COUNCIL:

Melanie Bacon
Island County Commissioner

Jill Johnson, Chair
Island County Commissioner

Jane Fuller
San Juan County Council Member

Christine Minney
San Juan County Council Member

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
County Executive, Whatcom County

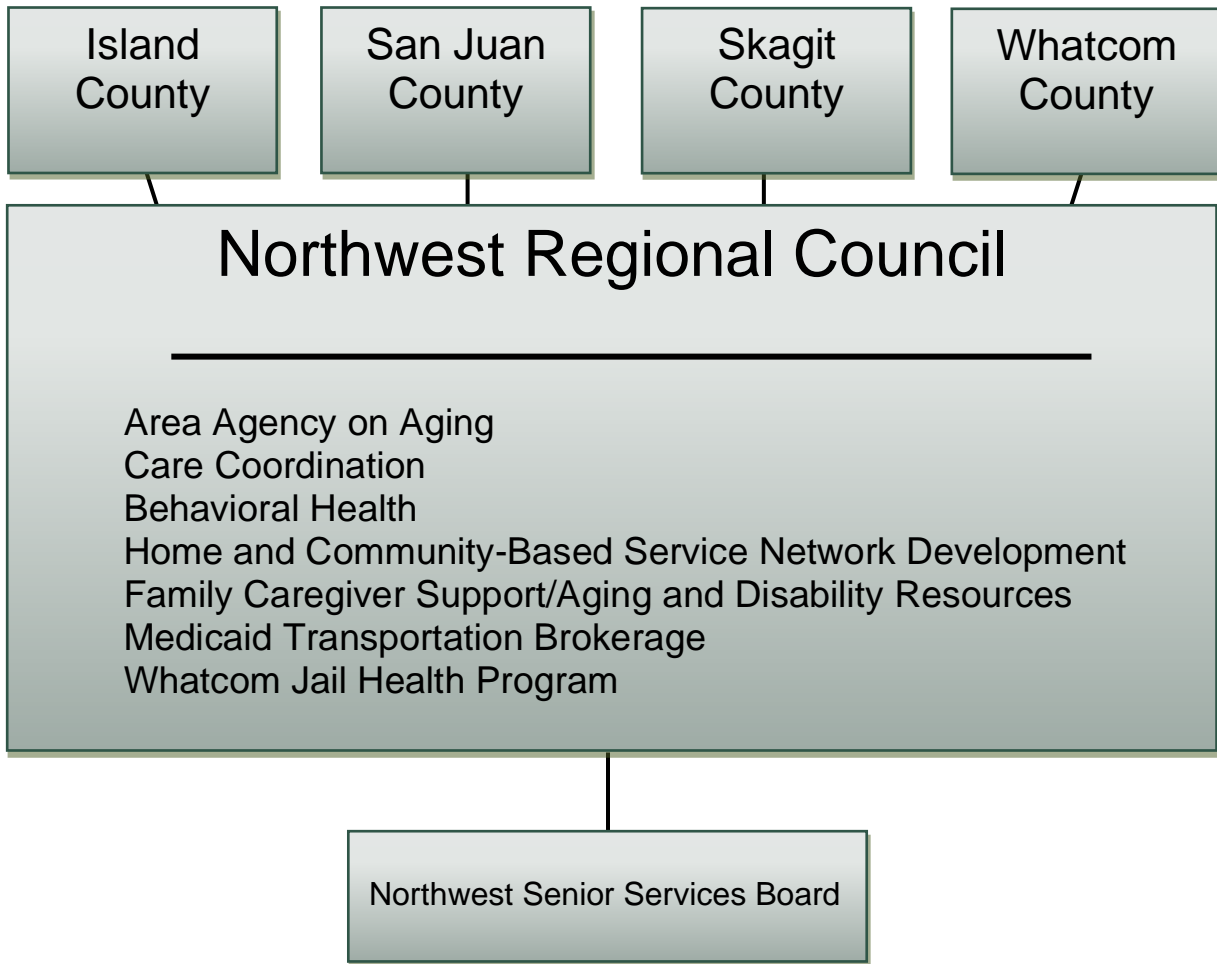
Kathy Kershner
Whatcom County Council Member

ATTEST:

Amanda McDade, Executive Director
Northwest Regional Council

Organizational Charts

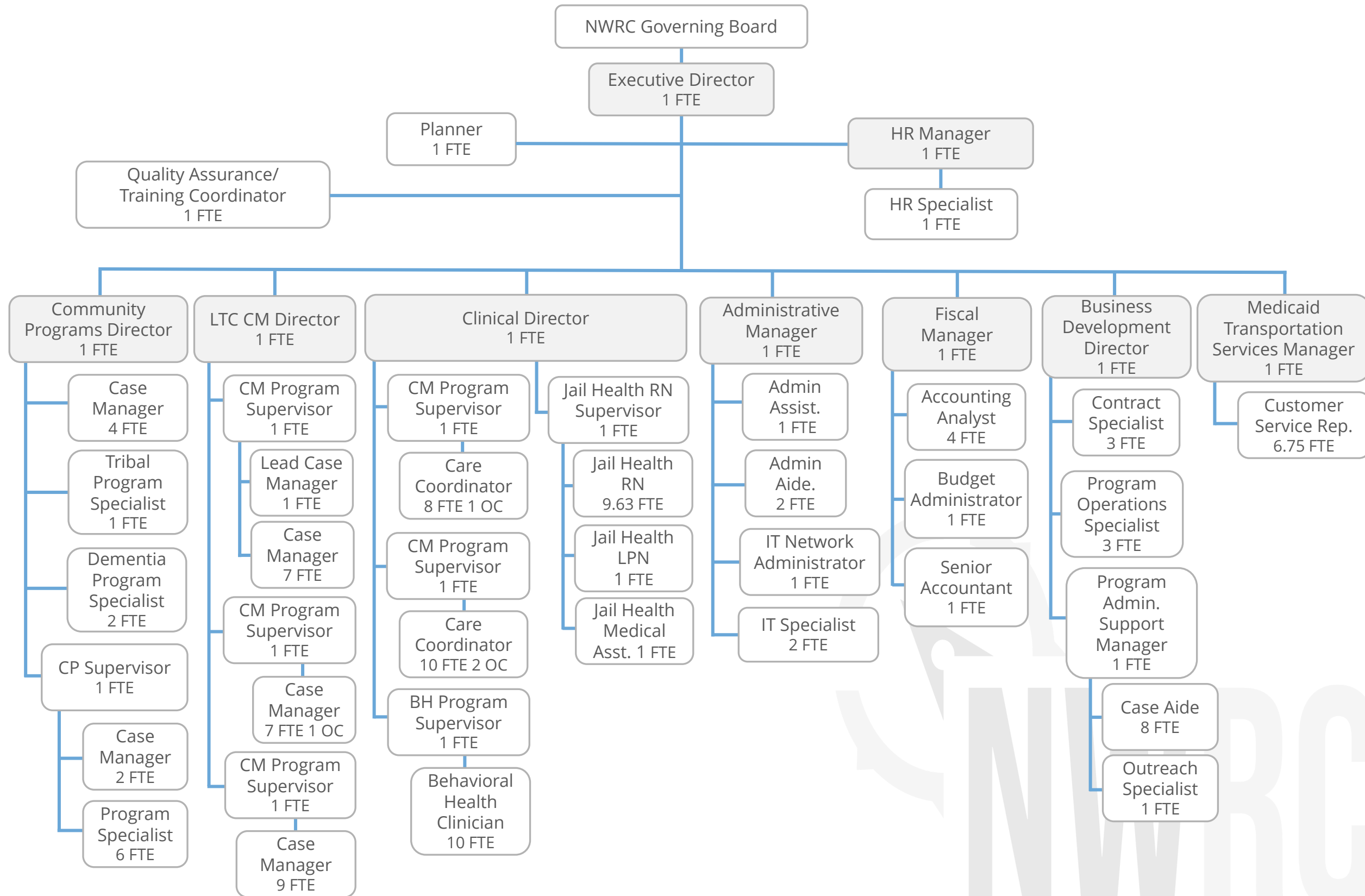
NWRC's Overall Structure



Contractors and Community Partners:

- Senior Citizen Services (Meals on Wheels, Congregate Meals, Legal Services, Information and Assistance)
- Volunteer Services
- Non-emergency Medical Transportation Services
- Home and Community Based Long-Term Services and Supports
- Care Coordination Organizations
- Family Caregiver Support services
- Respite Care
- Adult Day Services
- Community Health Education and Training

NORTHWEST REGIONAL COUNCIL ORGANIZATIONAL CHART



	NORTHWEST REGIONAL COUNCIL	TOTAL		
	2024 DEPT BUDGET	2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid	5,975,615	6,184,104	208,489
2	DSHS - ALTSA - All Other	6,293,742	5,934,024	(359,718)
3	Disaster Relief Funding - COVID	837,151	777,945	(59,206)
4	Health Care Authority	10,080,700	10,403,800	323,100
5	Local Funds	145,628	164,958	19,330
6	Other Contracted	4,252,514	5,034,267	781,753
Subtotal Current Year Funding		27,585,350	28,499,098	913,748
7	Use of Fund Balance Reserves	170,156	249,696	79,540
Subtotal Funding (including reserves)		27,755,506	28,748,794	993,288
Operating Expenditures				
8	Salaries & Wages	9,252,976	10,123,488	870,512
9	Taxes & Benefits	4,001,453	4,208,317	206,864
Total Personnel		13,254,429	14,331,805	1,077,376
10	Office/Operating Supplies	102,248	82,857	(19,391)
11	Small Tools/Capital Equipment	111,499	156,139	44,640
12	Professional Services	656,690	552,214	(104,476)
13	Communication	227,143	202,379	(24,764)
14	Travel	212,063	205,916	(6,147)
15	Occupancy/Insurance	635,209	658,901	23,692
16	Disaster Relief	391,243	383,994	(7,249)
17	Miscellaneous	194,754	204,279	9,525
Total Operating Expenditures		2,530,849	2,446,679	(84,170)
Total Direct Service and Administration		15,785,278	16,778,484	993,206
Subcontractor Expenditures				
18	I&A/Case Management/FCSP	-	-	
19	ISR/Island County	772,312	749,897	(22,415)
20	San Juan County Senior Services	201,384	214,878	13,494
21	Legal Services	54,072	54,714	642
22	Nutrition	-	-	
23	ISR/Island County	373,452	279,867	(93,585)
24	Skagit County	512,712	442,083	(70,629)
25	WCOA/Whatcom and San Juan Counties	904,970	762,688	(142,282)
26	Disaster Relief	445,908	393,951	(51,957)
27	Volunteer Services	-	-	
28	Island County	38,477	34,628	(3,849)
29	CASC/Skagit County	42,893	38,602	(4,291)
30	Opportunity Council/Whatcom County	50,711	45,638	(5,073)
31	Long Term Care Ombudsman Program	3,959	3,959	-
32	Medicaid Transportation Brokerage	5,220,000	5,340,000	120,000
33	Family Caregiver Support Project & Respite Services	496,440	490,151	(6,289)
34	Kinship Caregivers Support Program/Kinship Navigator	156,934	199,812	42,878
35	Caregiver Training/Agency Workers Health Insurance	299,800	299,800	-
36	Evidence Based Programs	36,542	51,323	14,781
37	Dementia Support Program	150,000	45,040	(104,960)
38	Health Homes	2,010,000	2,075,000	65,000
Total Subcontractor Expenditures		11,770,566	11,522,031	(248,535)
39	Total Budgeted Expenditures	27,555,844	28,300,515	744,671
40	Unallocated Funding	199,662	448,279	248,617
41	Percent Change in Revenue			3%
42	Percent Change in Budgeted Expenditures			3%

Northwest Regional Council - Year 2024 Budget

NORTHWEST REGIONAL COUNCIL		Community Programs		
2024 DEPT BUDGET		2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid	159,000	159,000	-
2	DSHS - ALTSA - All Other	3,497,625	3,430,674	(66,951)
3	Disaster Relief Funding - COVID			-
4	Health Care Authority			-
5	Local Funds			-
6	Other Contracted	-	48,060	48,060
Subtotal Current Year Funding		3,656,625	3,637,734	(18,891)
7	Use of Fund Balance Reserves	20,630	184,214	163,584
Subtotal Funding (including reserves)		3,677,255	3,821,948	144,693
Operating Expenditures				
8	Salaries & Wages	1,571,143	1,698,454	127,312
9	Taxes & Benefits	711,280	729,670	18,389
Total Personnel		2,282,423	2,428,124	145,701
10	Office/Operating Supplies	17,638	26,744	9,106
11	Small Tools/Capital Equipment	17,201	28,489	11,288
12	Professional Services	17,171	71,252	54,081
13	Communication	32,942	47,944	15,002
14	Travel	31,375	29,620	(1,755)
15	Occupancy/Insurance	131,285	141,629	10,344
16	Disaster Relief	-	-	-
17	Miscellaneous	47,064	76,950	29,886
Total Operating Expenditures		294,676	422,628	127,952
Total Direct Service and Administration		2,577,099	2,850,752	273,653
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	252,332	221,127	(31,205)
20	San Juan County Senior Services	201,384	214,878	13,494
21	Legal Services			-
22	Nutrition			
23	ISR/Island County			-
24	Skagit County			-
25	WCOA/Whatcom and San Juan Counties			-
26	Disaster Relief			-
27	Volunteer Services			
28	Island County			-
29	CASC/Skagit County			-
30	Opportunity Council/Whatcom County			-
31	Long Term Care Ombudsman Program			-
32	Medicaid Transportation Brokerage			-
33	Family Caregiver Support Project & Respite Services	496,440	490,151	(6,289)
34	Kinship Caregivers Support Program/Kinship Navigator			-
35	Caregiver Training/Agency Workers Health Insurance			-
36	Evidence Based Programs			-
37	Dementia Support Program	150,000	45,040	(104,960)
38	Health Homes			-
Total Subcontractor Expenditures		1,100,156	971,196	(128,960)
39	Total Budgeted Expenditures	3,677,255	3,821,948	144,693
40	Unallocated Funding	-	-	-
41	Percent Change in Revenue			
42	Percent Change in Budgeted Expenditures			

Northwest Regional Council - Year 2024 Budget

	NORTHWEST REGIONAL COUNCIL	Clinical and Long-Term Care Programs		
	2024 DEPT BUDGET	2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid	5,816,615	6,025,104	208,489
2	DSHS - ALTSA - All Other	280,127	248,083	(32,044)
3	Disaster Relief Funding - COVID			-
4	Health Care Authority	3,800,000	4,015,000	215,000
5	Local Funds			-
6	Other Contracted	2,049,233	2,728,075	678,842
Subtotal Current Year Funding		11,945,975	13,016,262	1,070,287
7	Use of Fund Balance Reserves	-	-	-
Subtotal Funding (including reserves)		11,945,975	13,016,262	1,070,287
Operating Expenditures				
8	Salaries & Wages	5,561,583	6,162,367	600,784
9	Taxes & Benefits	2,403,202	2,565,603	162,401
Total Personnel		7,964,785	8,727,970	763,185
10	Office/Operating Supplies	70,347	48,513	(21,834)
11	Small Tools/Capital Equipment	75,000	99,659	24,659
12	Professional Services	229,175	244,498	15,323
13	Communication	159,371	128,519	(30,852)
14	Travel	163,357	155,608	(7,749)
15	Occupancy/Insurance	431,928	456,093	24,165
16	Disaster Relief	-	-	-
17	Miscellaneous	122,370	103,353	(19,017)
Total Operating Expenditures		1,251,548	1,236,243	(15,305)
Total Direct Service and Administration		9,216,333	9,964,213	747,880
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	519,980	528,770	8,790
20	San Juan County Senior Services			-
21	Legal Services			-
22	Nutrition			
23	ISR/Island County			-
24	Skagit County			-
25	WCOA/Whatcom and San Juan Counties			-
26	Disaster Relief			-
27	Volunteer Services			
28	Island County			-
29	CASC/Skagit County			-
30	Opportunity Council/Whatcom County			-
31	Long Term Care Ombudsman Program			-
32	Medicaid Transportation Brokerage			-
33	Family Caregiver Support Project & Respite Services			-
34	Kinship Caregivers Support Program/Kinship Navigator			-
35	Caregiver Training/Agency Workers Health Insurance			-
36	Evidence Based Programs			-
37	Dementia Support Program			-
38	Health Homes	2,010,000	2,075,000	65,000
Total Subcontractor Expenditures		2,529,980	2,603,770	73,790
39	Total Budgeted Expenditures	11,746,313	12,567,983	821,670
40	Unallocated Funding	199,662	448,279	248,617
41	Percent Change in Revenue			
42	Percent Change in Budgeted Expenditures			

Northwest Regional Council - Year 2024 Budget

	NORTHWEST REGIONAL COUNCIL	Other Subcontracting		
	2024 DEPT BUDGET	2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid	-		-
2	DSHS - ALTSA - All Other	2,515,990	2,255,267	(260,723)
3	Disaster Relief Funding - COVID			-
4	Health Care Authority			-
5	Local Funds			-
6	Other Contracted	60,000	60,000	-
Subtotal Current Year Funding		2,575,990	2,315,267	(260,723)
7	Use of Fund Balance Reserves	-	-	-
Subtotal Funding (including reserves)		2,575,990	2,315,267	(260,723)
Operating Expenditures				
8	Salaries & Wages	62,992	68,253	5,262
9	Taxes & Benefits	25,595	26,903	1,307
Total Personnel		88,587	95,156	6,569
10	Office/Operating Supplies	700	92	(608)
11	Small Tools/Capital Equipment	1,442	1,803	361
12	Professional Services	1,594	1,679	85
13	Communication	2,905	378	(2,527)
14	Travel	475	86	(389)
15	Occupancy/Insurance	3,870	2,534	(1,336)
16	Disaster Relief	-	-	-
17	Miscellaneous	1,895	425	(1,470)
Total Operating Expenditures		12,881	6,997	(5,884)
Total Direct Service and Administration		101,468	102,153	685
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			-
20	San Juan County Senior Services			-
21	Legal Services	54,072	54,714	642
22	Nutrition			
23	ISR/Island County	373,452	279,867	(93,585)
24	Skagit County	512,712	442,083	(70,629)
25	WCOA/Whatcom and San Juan Counties	904,970	762,688	(142,282)
26	Disaster Relief			-
27	Volunteer Services			
28	Island County	38,477	34,628	(3,849)
29	CASC/Skagit County	42,893	38,602	(4,291)
30	Opportunity Council/Whatcom County	50,711	45,638	(5,073)
31	Long Term Care Ombudsman Program	3,959	3,959	-
32	Medicaid Transportation Brokerage			-
33	Family Caregiver Support Project & Respite Services			-
34	Kinship Caregivers Support Program/Kinship Navigator	156,934	199,812	42,878
35	Caregiver Training/Agency Workers Health Insurance	299,800	299,800	-
36	Evidence Based Programs	36,542	51,323	14,781
37	Dementia Support Program			-
38	Health Homes			-
Total Subcontractor Expenditures		2,474,522	2,213,114	(261,408)
39	Total Budgeted Expenditures	2,575,990	2,315,267	(260,723)
40	Unallocated Funding	-	-	-
41	Percent Change in Revenue			
42	Percent Change in Budgeted Expenditures			

Northwest Regional Council - Year 2024 Budget

NORTHWEST REGIONAL COUNCIL		Non Emergency Transportation Brokerage		
2024 DEPT BUDGET		2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid			-
2	DSHS - ALTSA - All Other			-
3	Disaster Relief Funding - COVID			-
4	Health Care Authority	6,280,700	6,388,800	108,100
5	Local Funds	145,628	137,681	(7,947)
6	Other Contracted			-
Subtotal Current Year Funding		6,426,328	6,526,481	100,153
7	Use of Fund Balance Reserves	37,293	-	(37,293)
Subtotal Funding (including reserves)		6,463,621	6,526,481	62,860
Operating Expenditures				
8	Salaries & Wages	730,443	738,086	7,643
9	Taxes & Benefits	334,962	331,564	(3,398)
Total Personnel		1,065,405	1,069,650	4,245
10	Office/Operating Supplies	5,600	2,795	(2,805)
11	Small Tools/Capital Equipment	13,836	12,864	(972)
12	Professional Services	55,820	31,075	(24,745)
13	Communication	23,240	10,603	(12,637)
14	Travel	3,800	2,329	(1,471)
15	Occupancy/Insurance	60,764	47,151	(13,613)
16	Disaster Relief	-	-	-
17	Miscellaneous	15,156	10,014	(5,142)
Total Operating Expenditures		178,216	116,831	(61,385)
Total Direct Service and Administration		1,243,621	1,186,481	(57,140)
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			-
20	San Juan County Senior Services			-
21	Legal Services			-
22	Nutrition			
23	ISR/Island County			-
24	Skagit County			-
25	WCOA/Whatcom and San Juan Counties			-
26	Disaster Relief			-
27	Volunteer Services			
28	Island County			-
29	CASC/Skagit County			-
30	Opportunity Council/Whatcom County			-
31	Long Term Care Ombudsman Program			-
32	Medicaid Transportation Brokerage	5,220,000	5,340,000	120,000
33	Family Caregiver Support Project & Respite Services			-
34	Kinship Caregivers Support Program/Kinship Navigator			-
35	Caregiver Training/Agency Workers Health Insurance			-
36	Evidence Based Programs			-
37	Dementia Support Program			-
38	Health Homes			-
Total Subcontractor Expenditures		5,220,000	5,340,000	120,000
39	Total Budgeted Expenditures	6,463,621	6,526,481	62,860
40	Unallocated Funding	-	-	-
41	Percent Change in Revenue			
42	Percent Change in Budgeted Expenditures			

Northwest Regional Council - Year 2024 Budget

NORTHWEST REGIONAL COUNCIL		Jail Health Program		
2024 DEPT BUDGET		2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid			-
2	DSHS - ALTSA - All Other			-
3	Disaster Relief Funding - COVID			-
4	Health Care Authority			-
5	Local Funds			-
6	Other Contracted	1,943,281	2,031,632	88,351
Subtotal Current Year Funding		1,943,281	2,031,632	88,351
7	Use of Fund Balance Reserves	-	35,000	35,000
Subtotal Funding (including reserves)		1,943,281	2,066,632	123,351
Operating Expenditures				
8	Salaries & Wages	1,267,268	1,423,593	156,325
9	Taxes & Benefits	500,685	541,699	41,014
Total Personnel		1,767,953	1,965,292	197,339
10	Office/Operating Supplies	7,505	3,950	(3,555)
11	Small Tools/Capital Equipment	3,100	11,763	8,663
12	Professional Services	131,967	34,108	(97,859)
13	Communication	6,846	13,705	6,859
14	Travel	12,721	17,969	5,248
15	Occupancy/Insurance	6,116	9,742	3,626
16	Disaster Relief	-	-	-
17	Miscellaneous	7,073	10,103	3,030
Total Operating Expenditures		175,328	101,340	(73,988)
Total Direct Service and Administration		1,943,281	2,066,632	123,351
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			-
20	San Juan County Senior Services			-
21	Legal Services			-
22	Nutrition			
23	ISR/Island County			-
24	Skagit County			-
25	WCOA/Whatcom and San Juan Counties			-
26	Disaster Relief			-
27	Volunteer Services			
28	Island County			-
29	CASC/Skagit County			-
30	Opportunity Council/Whatcom County			-
31	Long Term Care Ombudsman Program			-
32	Medicaid Transportation Brokerage			-
33	Family Caregiver Support Project & Respite Services			-
34	Kinship Caregivers Support Program/Kinship Navigator			-
35	Caregiver Training/Agency Workers Health Insurance			-
36	Evidence Based Programs			-
37	Dementia Support Program			-
38	Health Homes			-
Total Subcontractor Expenditures		-	-	-
39	Total Budgeted Expenditures	1,943,281	2,066,632	123,351
40	Unallocated Funding	-	-	-
41	Percent Change in Revenue			
42	Percent Change in Budgeted Expenditures			

Northwest Regional Council - Year 2024 Budget

NORTHWEST REGIONAL COUNCIL		Other NWRC Activities		
2024 DEPT BUDGET		2023	2024	
		Revised	Budget	Change
Funding				
1	DSHS - ALTSA - TXIX Medicaid			-
2	DSHS - ALTSA - All Other			-
3	Disaster Relief Funding - COVID	837,151	777,945	(59,206)
4	Health Care Authority			-
5	Local Funds	-	27,277	27,277
6	Other Contracted	200,000	166,500	(33,500)
Subtotal Current Year Funding		1,037,151	971,722	(65,429)
7	Use of Fund Balance Reserves	112,233	30,482	(81,751)
Subtotal Funding (including reserves)		1,149,384	1,002,204	(147,180)
Operating Expenditures				
8	Salaries & Wages	59,548	32,734	(26,814)
9	Taxes & Benefits	25,728	12,879	(12,849)
Total Personnel		85,276	45,613	(39,663)
10	Office/Operating Supplies	458	763	305
11	Small Tools/Capital Equipment	920	1,561	641
12	Professional Services	220,963	169,602	(51,361)
13	Communication	1,839	1,230	(609)
14	Travel	335	304	(31)
15	Occupancy/Insurance	1,246	1,752	506
16	Disaster Relief	391,243	383,994	(7,249)
17	Miscellaneous	1,196	3,434	2,238
Total Operating Expenditures		618,200	562,640	(55,560)
Total Direct Service and Administration		703,476	608,253	(95,223)
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			-
20	San Juan County Senior Services			-
21	Legal Services			-
22	Nutrition			
23	ISR/Island County			-
24	Skagit County			-
25	WCOA/Whatcom and San Juan Counties			-
26	Disaster Relief	445,908	393,951	(51,957)
27	Volunteer Services			
28	Island County			-
29	CASC/Skagit County			-
30	Opportunity Council/Whatcom County			-
31	Long Term Care Ombudsman Program			-
32	Medicaid Transportation Brokerage			-
33	Family Caregiver Support Project & Respite Services			-
34	Kinship Caregivers Support Program/Kinship Navigator			-
35	Caregiver Training/Agency Workers Health Insurance			-
36	Evidence Based Programs			-
37	Dementia Support Program	-	-	-
38	Health Homes			-
Total Subcontractor Expenditures		445,908	393,951	(51,957)
39	Total Budgeted Expenditures	1,149,384	1,002,204	(147,180)
40	Unallocated Funding	-	-	-
41	Percent Change in Revenue			
42	Percent Change in Budgeted Expenditures			

Northwest Regional Council - Year 2024 Budget

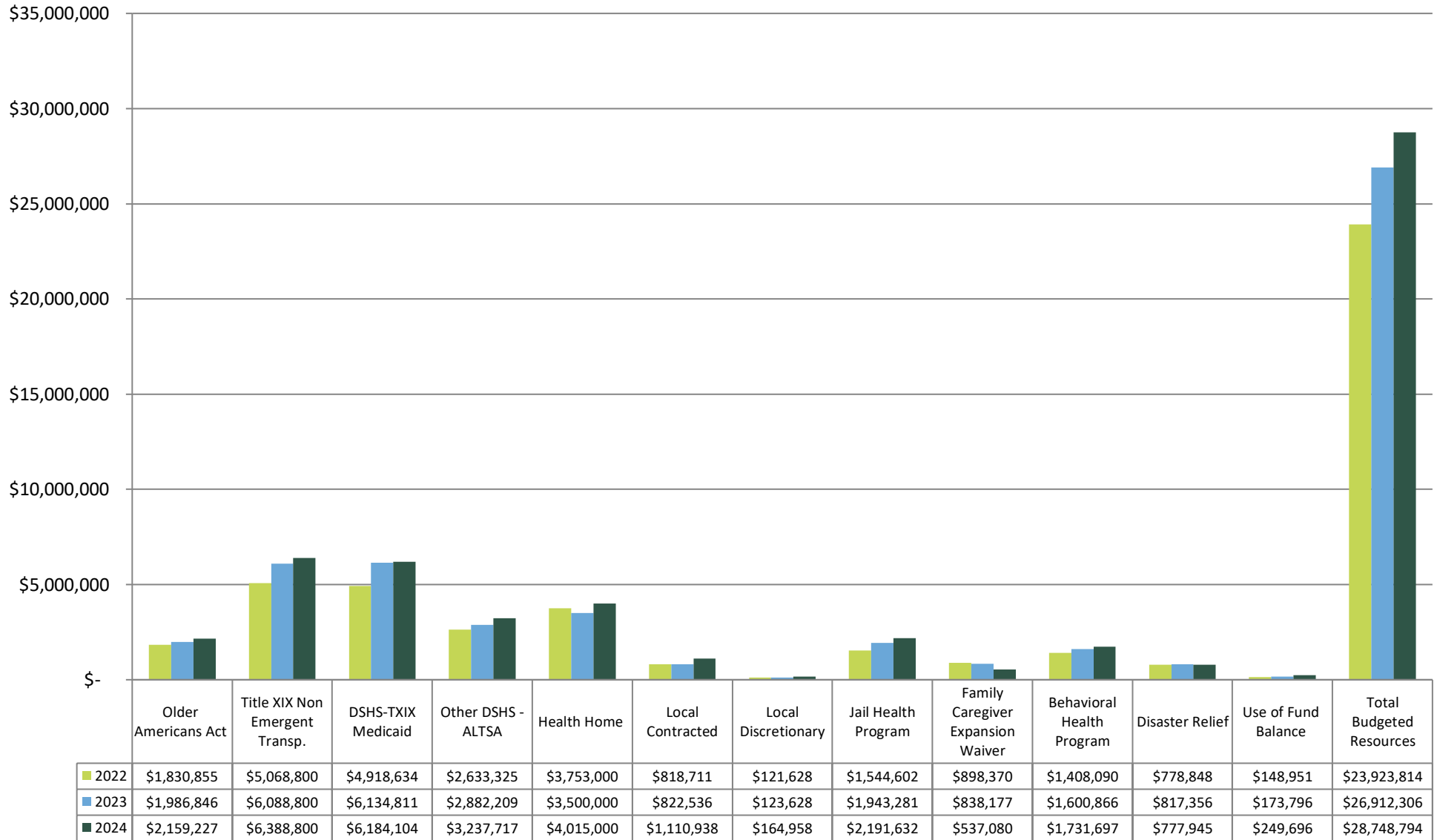
NORTHWEST REGIONAL COUNCIL 2024 BUDGET

COMPARISON OF ANNUALIZED FTEs		Original	Revised	Original	
		2023	2023	2024	Change
Position		FTE	FTE	FTE	
Executive Director		1.00	1.00	1.00	-
Long-Term Care Case Management Director		1.00	1.00	1.00	-
Clinical Director		1.00	1.00	1.00	-
Medicaid Transportation Services Manager		1.00	1.00	1.00	-
Community Programs Director		1.00	1.00	1.00	-
Community Programs Supervisor		1.00	1.00	1.00	-
Administrative Manager		1.00	1.00	1.00	-
Planner		1.00	1.00	1.00	-
Business Development Director		1.00	1.00	1.00	-
a. Contract Specialist		2.00	2.00	3.00	1.00
HR Manager		1.00	1.00	1.00	-
HR Specialist		1.00	1.00	1.00	-
Program Specialist		8.00	8.00	6.00	(2.00)
Dementia Program Specialist		0.00	0.00	2.00	2.00
Tribal Program Specialist		1.00	1.00	1.00	-
Outreach Specialist		1.00	1.00	1.00	-
c. Customer Service Representative		5.00	5.00	6.75	1.75
c. Administrative Aide		1.75	1.75	0.00	(1.75)
d. Quality Assurance/Training Coordinator		0.00	0.00	1.00	1.00
Lead TXIX Case Manager		0.00	1.00	1.00	-
TXIX Case Manager		23.00	23.00	23.00	-
e. MAC/TSOA & FCSP Case Manager		8.00	8.00	6.00	(2.00)
f. Care Coordinator		17.00	17.00	18.00	1.00
g. Behavioral Health Clinician/Substance Use Clinician		9.00	9.00	10.00	1.00
Care Management Program Supervisor		6.00	6.00	6.00	-
Program Administrative Support Manager		1.00	1.00	1.00	-
Case Aide		8.00	8.00	8.00	-
Program Operations Specialist		3.00	3.00	3.00	-
Fiscal Manager		1.00	1.00	1.00	-
Senior Accountant		1.00	1.00	1.00	-
Accounting Analyst		4.00	4.00	4.00	-
Budget Administrator		1.00	1.00	1.00	-
Receptionist/Administrative Aide		2.00	2.00	2.00	-
h. Information Technology Specialist		1.00	1.00	2.00	1.00
IT Network Administrator		1.00	1.00	1.00	-
Administrative Assistant		1.00	1.00	1.00	-
Jail Health Nursing Supervisor		1.00	1.00	1.00	-
Jail Health RN		9.63	9.63	9.63	-
Jail Health LPN		1.00	1.00	1.00	-
Jail Health Medical Assistant		1.00	1.00	1.00	-
Total Annualized FTEs		129.38	130.38	133.38	3.00

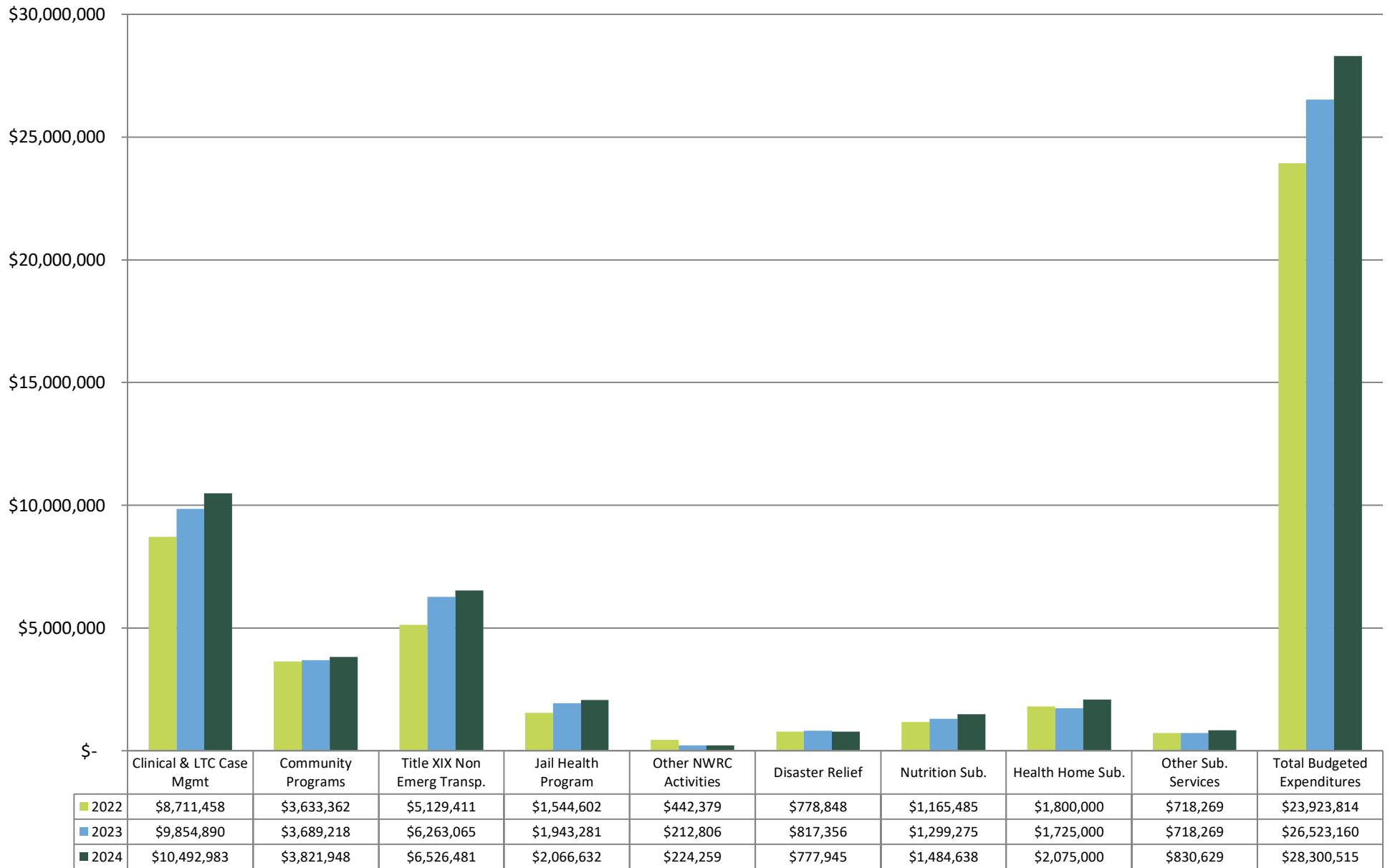
Revisions for 2024:

- a. New position to increase contracts capacity
- b. Reclass 2 Program Specialists to Dementia Program Specialists
- c. Reclass 1.75 Administrative Aides to Customer Service Representatives
- d. Hire 1 QA/Training Coordinator in July 2024
- e. Eliminate Case Manager positions due to lack of MAC/TSOA caseloads
- f. Add Care Coordinator to provide care transition services for the Jail Health Program
- g. New position to support Behavioral Health caseloads
- h. New position to increase IT capacity

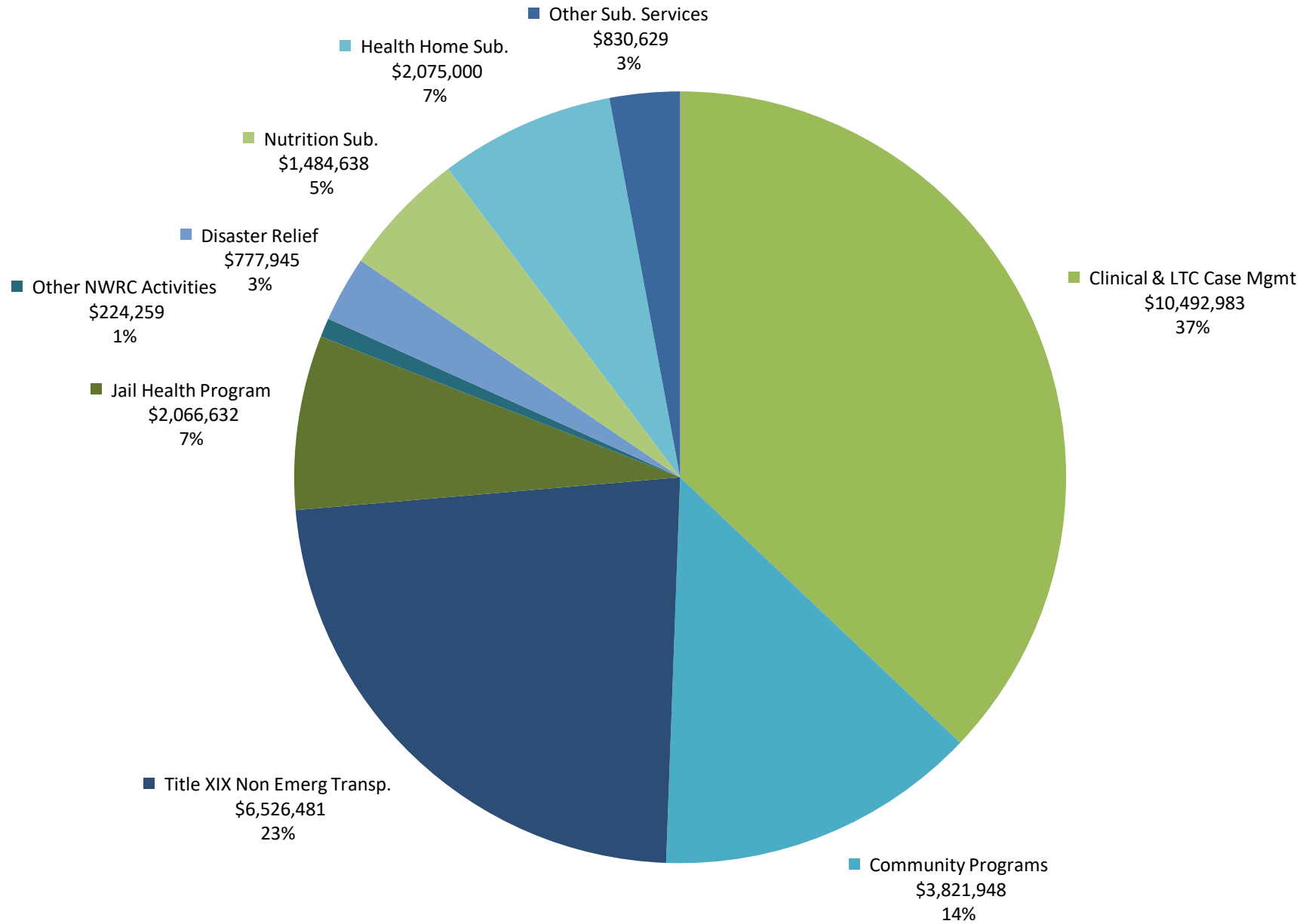
NORTHWEST REGIONAL COUNCIL 2022/2023/2024 REVENUE



NORTHWEST REGIONAL COUNCIL 2022/2023/2024 EXPENDITURES



2024 EXPENDITURES



Funding Sources

DSHS Medicaid

Long-Term Care Case Management: Programs that include authorization and oversight of home and community-based long-term care services for adults with disabilities who choose to stay in their own homes.

DSHS All Other

The Older Americans Act (OAA): Individuals receiving services must be 60 years or older (with some limited exceptions).

- OAA Title III-B - social and health services
- OAA Title III-C-1 - congregate nutrition services
- OAA Title III-C-2 - home-delivered nutrition services
- OAA Title III-D - disease prevention and health promotion services
- OAA Title III-E - National Family Caregiver Support Program

COVID-19 Emergency Response: Disaster relief funding to be used in response to the COVID-19 pandemic to support program efforts under OAA rules and regulations.

American Rescue Plan Act (ARP)
American Rescue Plan Act State Match

Nutrition Services Incentive Program: These funds provide cash reimbursement based on the proportion total of statewide meals served by nutrition projects.

Senior Farmers Market Program: The Senior Farmer's Market Nutrition Project allows nutrition programs to purchase fresh food from local farmers.

Home Delivered Meal Expansion for Older Adults: Additional state funding to provide home delivered meals services.

Senior Nutrition Services: Additional state funding to support congregate, home delivered, nutrition education, and Senior Farmers Market Nutrition programs.

The State Senior Citizens Services Act (SCSA): Provides state funding for senior citizen programs, largely used in companionship with OAA funding.

State and Medicaid Funds Designated for Family Caregiver Support and Kinship Care: Unpaid caregivers who may be served through the Family Caregiver

Family Caregiver Support and Kinship Care services provide a variety of supports and information to unpaid caregivers.

Building Dementia Capable Communities: Provides state funding for NWRC's Dementia Support Program to help people with possible or diagnosed dementia to live their best lives and stay at home as long as possible.

State Care Transitions: Provides state funding to support transitions of care from acute care hospitals and community-based settings.

Health Care Authority

Transportation Brokerage: Provides transportation service for Medicaid clients of all ages who have no other means to reach covered medical services.

Health Home Care Coordination: Intensive care coordination for high-cost, high-need Medicaid and Medicaid/Medicare beneficiaries of all ages to ensure that services are integrated and coordinated across medical, mental health, chemical dependency, and long-term services and supports

Other Contracted

Behavioral Health: NWRC provides in-home mental health counseling on a fee-for-service basis.

Hospitals: Care coordination in support of hospital transitions.

Humana: Care coordination for Medicare beneficiaries.

Medicare Improvement for Patients and Providers Act: NWRC helps Medicare beneficiaries enroll in Medicare Part D or to apply for the Medicare Low-income Subsidy & Medicare Savings Plans.

Recovery Care Coordination: Coordination of support for people in all stages of recovery from substance abuse disorders.

Whatcom Jail Health Program: Funding from Whatcom County for management and delivery of health care services in the Whatcom County jail.

Local Discretionary

Local Match from each Sponsor County

NORTHWEST REGIONAL COUNCIL 2024 BUDGET

REVENUE PROJECTIONS 2024

Funding Source	Revised Revenues 2023	Original Revenues 2024	Increase/ Decrease 2024	% of Change
Older Americans Act				
Title III-B	787,172	925,255	138,083	17.5%
Title III-C-1	202,126	208,988	6,862	3.4%
Title III-C-2	681,997	681,997	-	0.0%
Title III-D	36,542	51,323	14,781	40.4%
Title III-E	338,067	287,651	(50,416)	-14.9%
Elder Abuse	4,013	4,013	-	0.0%
Subtotal Older Americans Act	2,049,917	2,159,227	109,310	5.3%
Disaster Relief Funding	837,151	777,945	(59,206)	-7.1%
Nutrition Services Incentive Program (NSIP)	268,854	257,142	(11,712)	-4.4%
Senior Farmer's Market Nutrition Project	218,469	218,469	-	0.0%
Home Delivered Meals One-Time Funding	43,769	-	(43,769)	-100.0%
Home Delivered Meal Expansion (State Bill 5736)	39,521	39,521	-	0.0%
Senior Nutrition	-	107,620	107,620	100.0%
Hunger Relief Funds	364,812	-	(364,812)	-100.0%
Medicaid Case Management/Nursing Services	5,313,621	5,521,998	208,377	3.9%
--Requested Match	116,434	116,434	-	0.0%

NORTHWEST REGIONAL COUNCIL 2024 BUDGET

Funding Source	Revised Revenues 2023	Original Revenues 2024	Increase/ Decrease 2024	% of Change
Core Services Contract Management	386,560	386,672	112	0.0%
Medicaid Administrative Claiming	159,000	159,000	-	0.0%
Medicaid Transportation Brokerage	6,280,700	6,388,800	108,100	1.7%
Caregiver Training Reimbursement to Home Care Agencies	260,000	260,000	-	0.0%
Health Care Plan and Training Tuition Reimbursement to HC.	52,800	52,800	-	0.0%
Senior Citizens Services Act	550,205	549,155	(1,050)	-0.2%
Dementia Resource Catalyst	375,000	375,000	-	0.0%
State Family Caregiver Support Program	808,002	708,097	(99,905)	-12.4%
State Care Transitions	157,025	157,025	-	0.0%
Medicaid Transformation Demonstration	703,197	537,080	(166,117)	-23.6%
Volunteer Services--General Fund	132,081	118,868	(13,213)	-10.0%
Private Pay Case Management	2,500	2,500	-	0.0%
WA Cares	58,500	181,596	123,096	210.4%
Senior Drug Education Program	12,612	12,612	-	0.0%
Kinship Care Support Project	69,812	69,812	-	0.0%
Kinship Navigator Project	87,122	130,000	42,878	49.2%
Health Homes	3,800,000	4,015,000	215,000	5.7%
Jail Health Program	1,943,281	2,191,632	248,351	12.8%

NORTHWEST REGIONAL COUNCIL 2024 BUDGET

Funding Source	Revised Revenues 2023	Original Revenues 2024	Increase/ Decrease 2024	% of Change
Behavioral Health Program	1,298,893	1,731,697	432,804	33.3%
Other Funds including Local Discretionary	623,812	637,188	13,376	2.1%
Humana Care Coordination	271,700	317,928	46,228	17.0%
Skagit County Care Coordination	300,000	318,280	18,280	6.1%
Total Northwest Regional Council Revenues	27,585,350	28,499,098	913,748	3.3%

**FUND BALANCE REPORT FOR 2024 BUDGET
AS OF SEPTEMBER 30, 2023**

Accrual Basis

Restricted for Medicaid Transformation Demonstration/HCBS	CURRENT YEAR	CUMULATIVE
Fund Balance as of Fiscal Year Begin Date January 1, 2023		\$ 1,083,409
Revenue Billed for the Current Year	\$ 558,668	
Actual Expenditures for the Year	\$ (344,175)	
Difference Between Payment and Expenditures for the Reporting Period	\$ 214,493	\$ 214,493
Other Allowable Expenditures Charged Against the Fund Balance During the Year		\$ -
Net Change to Fund Balance		\$ 214,493
Ending Medicaid Transformation/HCBS Fund Balance		\$ 1,297,902

Restricted for TXIX Medicaid/Aging Network	CURRENT YEAR	CUMULATIVE
Fund Balance as of Fiscal Year Begin Date January 1, 2023		\$ 2,262,965
Unit Rate Revenue Billed for the Current Year	\$ 4,496,379	
Unit Rate Expenditures for the Year	\$ (3,580,353)	
Difference Between Unit Rate Reimbursement and Expenditures for the Year	\$ 916,026	\$ 916,026
Aging Network Expenditures Charged Against the Fund Balance During the Year		\$ (244,991)
Net Change to Fund Balance		\$ 671,035
Ending TXIX Medicaid/Aging Network Fund Balance		\$ 2,934,000

Unrestricted Funds		\$ 2,622,631
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Total Fund Balance		\$ 6,854,533
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COST ALLOCATION PLAN SUMMARY

Northwest Regional Council

Effective January 1, 2024

GENERAL INFORMATION

All costs are direct charged whenever possible.

Personnel Costs

All NWRC staff complete and submit a semi-monthly time sheet that includes actual hours worked, all paid and unpaid leave, and holidays. Where appropriate, staff working in clearly defined programs will record the actual time spent on each program on their semi-monthly time sheet. Fringe benefits and payroll taxes follow the same distribution as salaries for all employees.

Indirect Costs

Costs that cannot be direct charged are allocated based on the appropriate methodology for each indirect cost pool. The basis for this allocation is calculated using a three month look back period beginning with the current month. For example, August allocation is based on total disbursements for June, July and August. Using a three month basis will level the effect of large expenditures to a particular activity in a single month.

Terminal Leave, under the cash basis of accounting, is an allowable cost and is recognized in the period that the leave is paid per CFR Part 200.431 and 45 CFR Part 75.431. Payments for unused leave when an employee retires or terminates employment are allowable in the year of payment.

FEDERAL COST PRINCIPLES and REGULATIONS

As an Area Agency on Aging expending pass-thru funds from DSHS, originating from Health and Human Services, we are subject to 45 CFR Part 75. This Cost Allocation Plan has been designed to be in compliance with Section .507(b)(6) and is a Public Assistance Cost Allocation Plan as described in Appendix VII of 2 CFR Part 200. The NWRC does not use an indirect rate to charge or bill for administration costs.

COST POOLS

NWRC uses seven cost pools. The General Administrative Indirect Cost Pool, Fiscal Indirect Cost Pool, and Contract Management Indirect Cost Pool are used to allocate administrative costs, and the other pools allocate direct service costs. Each pool is allocated using the methodology explained below.

General Administrative Indirect Cost Pool

Administrative costs that cannot be directly attributed to a specific program and/or funding source and that benefit the agency as a whole are captured in this pool. These costs are allocated based on personnel expenditures for the provision of services. After all personnel costs are assigned to the appropriate program area, the total personnel expenditures in each program is divided by the total agency dollars spent on personnel. The resulting percentages are applied to dollars accumulated in this pool and allocated to all NWRC funding sources. Administrative costs that exceed the funding limit are charged to another appropriate funding source and/or to local funds as described in the Funding Source Information at the beginning of this document.

Fiscal Indirect Cost Pool

Administrative costs for fiscal management that cannot be directly attributed to a specific program and/or funding source and that benefit the agency as a whole are captured in this pool. These costs are allocated based on total expenditures for the provision of services. After all costs are assigned to the appropriate program area, the total dollars spent in each program is divided by the total agency dollars spent. The resulting percentages are applied to dollars accumulated in this pool and allocated to all NWRC funding sources. Administrative costs that exceed the funding limit are charged to another appropriate funding source and/or to local funds as described in the Funding Source Information at the beginning of this document.

Contract Management Indirect Cost Pool

Administrative costs for contract management that cannot be directly attributed to a specific program and/or funding source are captured in this pool. These costs are allocated based on subcontracted expenditures for the provision of services over a three month lookback period including the current month.

Clinical Programs Cost Pool

Costs that cannot be directly attributed to a specific program and/or funding source and that benefit the clinical programs as a whole are captured in this pool. Clinical programs include Care Coordination, Care/Hospital Transitions, and Behavioral Health activities. These costs are allocated based on total dollars disbursed for these activities over a three month lookback period including the current month.

Community Programs Pool

Costs that cannot be directly attributed to a specific program and/or funding source and that benefit community programs as a whole are captured in this pool. These costs are allocated based on total dollars disbursed for these particular activities over a three month lookback period including the current month.

Program Support Pool

Costs that cannot be directly attributed to a specific program and/or funding source and that benefit clinical programs, long-term care case management, and community programs are captured in this pool. These costs are allocated based on total dollars disbursed for these particular activities over a three month lookback period including the current month.

Jail Health Pool

Jail Health programs include nursing services, and Medication for Opioid Use Disorder (MOUD) nursing services for the Whatcom County jail. Costs that benefit these programs are allocated based on total dollars disbursed for these particular activities over a three month lookback period including the current month.

NORTHWEST REGIONAL COUNCIL 2024 BUDGET

Financial Management Policies

The overall goal of the Northwest Regional Council's financial management policies is to establish and maintain effective management of financial resources.

The Northwest Regional Council will:

A. Establish and maintain a sound accounting system that:

1. Readily identifies all revenue sources and applicable costs.
2. Contains information pertaining to all projects, grants, subgrants. Including detail of all:
 - a) authorizations, and approvals (except client services paid through Provider One)
 - b) obligations,
 - c) unobligated balances, and
 - d) assets, liabilities, expenditures, and revenues.

B. Establish and maintain adequate internal controls.

1. Provide reasonable assurance regarding the achievement of objectives in the following categories:
 - a) reliability of financial reporting,
 - b) effectiveness and efficiency of operations,
 - c) compliance with applicable laws and regulations, and
 - d) safeguarding assets
2. Document policies and procedures and perform annual self-assessment

C. Maintain an adequate audit trail.

1. Clearly identify all transactions, and significant events.
2. Be readily available for examination, review, or audit.

To ensure the requirements are met, the Northwest Regional Council will adhere to the following:

A. Federal, State, and Local Regulations

B. DSHS Management Bulletins (MBs)

C. Washington State Auditor's Office Accounting and Reporting Requirements

D. Generally Accepted Accounting Principles (GAAP)

1. Governmental Accounting Standards Board (GASB) as applicable to Cash Basis Governments
2. Financial Accounting Standards Board (FASB)
3. American Institute of Certified Public Accountants (AICPA)

Northwest Regional Council

Purchasing Procedures

Purpose:

This document sets forth guidelines for the acquisition of goods and services by Northwest Regional Council (NWRC). This document should be used as a basic guide to assist NWRC managers and other employees in the procurement of goods and services of the necessary quality, at the lowest possible cost, and to minimize employee time devoted to purchasing functions. In determining quality, the NWRC may take into consideration responsiveness to the NWRC's requirements, the quality of the articles to be purchased or leased, availability of parts and service, delivery time, and prior dealings with the entity.

- A. All purchases:** Unless exempted as outlined below, purchases of goods and services must follow these requirements. Purchases may not be split to avoid bid requirements. All bid limits expressed as dollar values exclude sales tax and shipping. Exceptions to these processes may be made when:
1. There is a declaration of an emergency by the Executive Director pursuant to RCW 36.32.270.
 2. Purchase is made upon the authority of another government's bid award that meets all the requirements of the NWRC policies. To participate in another government's bid, an Inter-local agreement between the governments must be in place. For example, NWRC is a paid subscriber in the State Purchasing Cooperative and, as such, can participate in certain contracts competitively negotiated by other governments.
 3. Sole source provider. When only one source is available to purchase a particular product or service, bidding procedures are not necessary. If an item or service is clearly unique and another item or service cannot be substituted, then the purchase may qualify for the sole source exclusion. Requests for sole source purchases must be submitted to the Executive Director for consideration.
- B. Purchases less than the uniform guidance threshold for micro-purchases, currently \$10,000:** No bid or quote process, nor cost or price analysis is required. Purchases are distributed among a range of qualified vendors whenever possible. NWRC uses inter-entity agreements where applicable.
- C. Purchases between \$10,000 and \$75,000:** At least three (3) vendors shall be contacted to determine the best source for the purchase. Quotes can be obtained from interested vendors in writing or verbally. All quotes related to a specific purchase shall be documented in writing and retained per the records

retention schedule (each quote shall be identified, including vendor name, vendor contact name, date, and telephone number, and proposed amount).

D. Purchases in excess of \$75,000: Formal bid procedures, as outlined below, shall be performed.

In developing specifications for bids or proposals, all reasonable efforts shall be made to ensure that a variety of vendors shall be capable of fulfilling the stated requirements of the NWRC. Performance considerations shall be included in the specifications. However, nothing in this section shall be construed to limit the NWRC from pursuing sole source procurement where adequate justification has been presented that such procurement is in the best interests of NWRC operations.

1. The *Executive Director or his/her designee* shall be responsible for the review and approval of specifications and the preparation of invitations to bid pursuant to provisions set forth in this chapter.
2. All bid specifications shall be in writing and placed on file for public inspection.
3. An advertisement indicating that written specifications are on file and available for public inspection shall be published in the official county newspapers throughout the region. Advertisements shall be published at least once prior to the last date upon which bids will be received and may be published for as many additional publications as shall be considered in the NWRC's interest. Such advertisement shall state:
 - a. The date after which bids will not be received;
 - b. The character of the work to be done, or the materials, equipment or service to be purchased; and
 - c. Where the specifications may be seen.
4. Bids received shall be opened on the date named in the advertisement for bids, or to such an adjourned time as may then be publicly announced.
5. After opening, all bids shall be reviewed by the Executive Director or designee with a recommendation for award.
6. After opening and award, all bids shall be filed for public inspection, and available by telephone inquiry.
7. Any or all bids may be rejected for good cause.
8. The NWRC may award to multiple bidders for the same commodity or service when the bid specifications provide for special circumstances in the determination of which vendor truly provides the best value to the NWRC. Special circumstances may include differences in ability to deliver, delivery time, availability of material, special loading or unloading conditions, total cost including transport or labor if not included with bid item, performance of the

delivered material, location of the source, and proximity to the delivery point.

E. Unregistered or unlicensed contractors prohibited

No contract shall be entered into or executed with any contractor who is not registered or licensed as required by the laws of this state.

F. Joint purchasing

The NWRC may enter into agreements with the state or federal government, political subdivision, or unit of local government to purchase goods or services cooperatively. Joint purchasing services are hereby authorized and encouraged with any other municipal corporation in Washington State. Bids and quotes may be obtained jointly based on volume if it is in the NWRC's best interest to do so.

G. NWRC approval required.

Execution of any contract that results from these processes must conform to NWRC bylaws, which state:

“The Executive Director shall have authority to execute approved contracts and associated contract amendments in the name of the NWRC, which are in conformance with the work program, budget, and which are in an amount of Seventy-five Thousand Dollars (\$75,000) or less. Upon execution of such contracts, the Executive Director shall notify the Chairperson and such committees as the NWRC may prescribe from time-to-time. A contract or contract amendment in which the NWRC is party and which is in the amount greater than Seventy-five Thousand Dollars (\$75,000) shall require the prior approval of the NWRC before execution by the Executive Director.”

Capital Planning

The capital assets currently held by the Northwest Regional Council are general office equipment and limited leasehold improvements.

Technology Improvements

Northwest Regional Council (NWRC) continues with the plan to replace computer equipment on a five-year cycle. During 2024, we will continue to cycle computers (approximately 30) to maintain the technology required by our major funding agencies. The 2024 IT budget also includes server support costs, docking stations, monitors, laptop batteries, and surge protectors. In response to the need for increased mobility, we have transitioned most of our staff to laptops. The 2024 budget also includes a new 86" monitor to replace the screen in the Lakeway Conference Room.

The budget includes software purchases for NWRC Human Resources, IT, and Contracts departments.

NWRC will continue to review and respond to the technology needs of our staff.

General Equipment

General office equipment will be acquired by the NWRC as needed.

Building Facilities

Space currently used by the NWRC is leased. NWRC occupies the entire building at 600 Lakeway Drive in Bellingham. The lease was renewed for a five-year period beginning June 1, 2023. In 2023 the HVAC system was enhanced with the addition of a mini-split unit, the front sidewalks were repaired, and the building was painted. Landscaping around the building was altered to address some of the challenges with transient activity in the area.

In Skagit County, our office is located at 301 Valley Mall Way, Suite 100 in Mount Vernon. A five-year lease is in place for February of 2023 through February of 2028, with an opportunity for renewal. The Mount Vernon office did not require any major improvements in 2023.

In 2024 we anticipate that the Bellingham office will continue to need additional HVAC enhancements most likely being additional mini-split units and minor plumbing improvements in both kitchens to reduce ongoing maintenance issues.

**RESOLUTION NO. 23-02
NORTHWEST REGIONAL COUNCIL BUDGET
JANUARY 1, 2024 - DECEMBER 31, 2024**

WHEREAS, the attached Budget for calendar year 2024 has been presented to the Northwest Regional Council for review; and

WHEREAS, the Northwest Regional Council has reviewed said document and is in agreement with the funding and expenditure levels set forth in said document;

NOW, THEREFORE, the Northwest Regional Council does ordain as follows:

The Northwest Regional Council Budget for 2024 is hereby approved as presented. Included in the Budget is a 3% cost of living adjustment for all eligible Northwest Regional Council employees, effective January 1, 2024.

RESOLUTION NUMBER NO. 23-02, APPROVED THIS 7th DAY OF DECEMBER 2023.

NORTHWEST REGIONAL COUNCIL:

Melanie Bacon
Island County Commissioner

Jill Johnson, Chair
Island County Commissioner

Jane Fuller
San Juan County Council Member

Christine Minney
San Juan County Council Member

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
County Executive, Whatcom County

Kathy Kershner
Whatcom County Council Member

ATTEST:

Amanda McDade, Executive Director
Northwest Regional Council



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

Date: December 7, 2023

SUBJECT: Reclassifications and Market Based Salary Adjustment Recommendations

NWRC's compensation policies allow for reclassification of positions when responsibilities increase, or the position is not placed at the appropriate level on the NWRC classification scale. It is also the policy of NWRC to maintain market level salaries in order to recruit and retain qualified staff. I recommend the following:

1. Reclassify 1 existing FTE Care Management Program Supervisor to Behavioral Health Program Supervisor. In the prior 2023 Governing Board meetings, market rate adjustments were approved for the Behavioral Health Clinician wages to bring them to market with similar roles, which included a 4% market rate adjustment, with a compounding 4.12% increase for those clinicians who hold WA State Department of Health independent licensure. In the same spirit, we reviewed and would like to formalize the Behavioral Health Program Supervisor role by establishing its own job description to accurately reflect the duties, responsibilities, and educational and licensure requirements. In addition, we evaluated the market for similar roles, and identified a trend of 9.8-11.5% behind market average and 7.1-11.5% behind market median. By distinguishing the role of Behavioral Health Program Supervisor and increasing the wage to 2023 Salary Schedule Range 2, the position's compensation would increase by 7.87%.
2. Reclassify the MAP Administrative Aide (1.75 FTE) to Customer Service Representatives in our Non-Emergency Medical Transportation (NEMT) department, increasing the position's compensation 4.11%. Our NEMT department has experienced substantial increases in call volume since the Medicaid expansion that occurred in 2014. In more recent years, call volume has increased 20% in 2022 and an additional and compounding 20% in 2023. Our Customer Service Representatives are responsible for managing phones, which can be challenging with the call volume increase and coordination of employee schedules. The NEMT department has not increased its FTE count since before 2010. To aide in the management of increased workload, we propose the reclassification of the MAP Administrative Aide (1.75 FTE) role to Customer Service Representative. This will allow us to cross train all staff in this department, increasing the

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(360) 428-1301 • 301 Valley Mall Way, Suite 100 • Mount Vernon, WA 98273

number of staff that are trained to process incoming phone calls and to have flexibility for coverage when staff are out of office.

These recommendations would increase 1 position's compensation by 7.87% and 1.75 position's compensation by 4.11%, – roughly costing \$13,800 in the first year.

PROPOSED MOTION:

The NWRC Governing Board authorizes the proposed reclassification of one Case Management Program Supervisor to a *Behavioral Health Program Supervisor* placed on Range 2 of the 2023 salary schedule and the reclassification of MAP Administrative Aide (1.75 FTE) to the position of Customer Service Representative, effective January 1, 2024.



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

Date: December 7, 2023

SUBJECT: Policy and Procedure Manual Updates

Attached you will find a redlined version of the Policy and Procedure Manual as previously requested by the Governing Board to evidence the proposed changes. The updates are outlined below and incorporate additional and/or clarifying language around NWRC policies, procedures, and equity and inclusion in NWRC's workplace. In addition, NWRC's Equity Committee has been conducting a line-by-line review of the policy manual from an equity lens and have suggested language changes up through page 25. These changes are included in the redline version of the manual.

Section 1: Introduction

- *1.01 Welcome.* Added NWRC Anthem and welcoming language.
- *1.02 Governing Board.* Created a new subheading which outlines the role of the Governing Board
- *1.04 Equal Employment Opportunity.* Added gender identity and/or expression, parental status, and political affiliations.

Section 2: Employment Policies and Procedures

- *2.01 Definitions.* Added language to define On Call status being less than 70 hours.
- *2.02 Employment Applications & Information.* Updated language related to driving for work to reference new *Driving for Work* policy in Section 2.04.
- *2.04 Pre-Employment and Continuing Requirements.* Added language which outlines the Suitability Review process for Background Checks, and added policy language for *Driving for Work*.
- *2.06 Trial Service Period.* Clarified the trial service period for Rehires and reworded for clarity as to what the Trial Service Period is meant for.
- *2.08 Employment of Relatives (Nepotism).* Clarifying language to reflect intent of nepotism policy.
- *2.09 Rehires.* Added language to clarify & match language about Trial Service Period for Rehires.

- *2.10 Outside Employment.* Reworded to reflect a better tone as to outside employment circumstances and to provide clarification as to why the policy exists.

Section 3: General Policies and Procedures

- *3.03 Ethics Policy.*
 - Added specific reference to RCW 42.52 Ethics in Public Service and expanded policy to include additional codes of ethics that may be associated with an employee's profession or NWRC program which they are assigned.
 - Updated definition of Immediate Family to match RCW 42.52.010.
 - Updated *Mandatory Reporting* policy to current practice.
 - Client Gift section was rewritten to reflect cultural sensitivity.
 - Added clarifying language to the *Conflict of Interest* sub-heading
- *3.04 Policy Against Unlawful Discrimination.* Added gender identity.
- *3.25 Visitors at Work.* Added policy language to pets at work.
- *3.26 Milestone Anniversary Gifts.* Adding policy language to follow MRSC guidelines of using agency funds to provide gifts for staff celebrating longevity milestones within the agency.

Section 4: Work Schedules and Compensation

- *4.08 Compensatory Time (Non-Exempt Employees).* Added that employees must submit in writing to payroll representative if they wish to cash out their compensatory time bank.
- *4.10 Exempt Employees.* Updated language about flex time to be compensatory time to reflect consistent language with current practice.
- *4.13 Telecommuting.* Added updated to address gaps in data security, compliance with wage and hour laws, and HIPAA & Public Records Act compliance.
- *4.14 Salary Classifications and Grades.* Added subsection *Salary Classifications for Behavioral Health Clinicians* to reflect Governing Board approval to pay Clinicians based upon their licensure status.
- *4.16 Reclassifications.* Added clarifying language for an upward reclassification as to when a new anniversary date would apply.

Section 5: Employee Benefits

- *5.09 Deferred Compensation.* Added language to reflect recent DRS change of adding post-tax ROTH option.

Section 6: Paid and Unpaid Leaves of Absence

- *6.01 Vacation Leave.* Updated language to reflect Governing Board approval for staff to cash out 25% of their accrued vacation once per year (previously twice per year). Also added language that vacation accruals will not be paid out upon termination of employment if the reason was gross misconduct.
- *6.08 Leave without Pay.* Updated language that this applies to employees not actively on FMLA or WA State PFML medical leave plans.

Section 8: Reimbursement of Expenses

- *8.01 Reimbursement of Expenses.* Removed outdated language for professional liability insurance.
- *8.03 Professional Expense Reimbursement.* Added language to reflect Governing Board approval to reimburse licensure fees up to \$200 annually for Behavioral Health Professionals.

All Sections

- His/her, he/she, and similar language changed to they/their/them.



Personnel Policies and Procedures Manual

2024 Update

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SECTION 1: INTRODUCTION

1.01 WELCOME

Welcome to the Northwest Regional Council team.

We would like to share with you NWRC's core values that guide us in working together to provide excellent service, products and outcomes:

- Mutual Respect
- Integrity
- Teamwork
- Collective Success

Later in this manual, you will learn about our Basic Principles that help us live out these core values as we work with each other, clients and the community.

1.02 The NWRC Governing Board has the ultimate responsibility for all personnel action. The NWRC Board vests the authority and responsibility in the Executive Director to act in its behalf regarding personnel policies. All policies, procedures, and practices in this manual supersede any previous policies, manuals, letters, memoranda and understandings.

1.03 PURPOSE AND SCOPE

This manual has been developed to cover all employees of the [Northwest Regional Council NWRC \(hereafter referred to as "NWRC"\)](#) and is intended to provide a general overview of the organization's policies, practices, and benefits, [as well as the behaviors and conduct expected of all employees.](#)

~~The NWRC Governing Board has the ultimate responsibility for all personnel action. The NWRC Board vests the authority and responsibility in the Executive Director to act in its behalf regarding personnel policies. All policies, procedures, and practices in this manual supersede any previous policies, manuals, letters, memoranda and understandings.~~

Employment with the NWRC is at-will and may be terminated by the employee or the organization at any time, with or without cause and with or without notice.

This manual sets out general guidelines for personnel policies and practices, rather than statements of specific treatment in specific situations. The manual is not intended to be a promise of specific treatment or contract of employment, should not be interpreted with this degree of specificity, and is not a contract promising specific treatment in a specific circumstance. Although we try to make decisions that are consistent with the manual, there may be times when it is not appropriate to do so, and the agency retains the right to deviate from the manual as circumstances warrant.

Circumstances may require a change in NWRC policies, practices, and benefits. The NWRC reserves the right to interpret, change, or rescind this manual or any part of it, with or without notice subject to state and federal laws.

Please direct questions regarding this manual to your supervisor or Human Resources.

1.03 EQUAL EMPLOYMENT OPPORTUNITY

It is NWRC's policy to treat all applicants and employees equally and without regard to race, religion, color, national origin, gender [identity and/or expression](#), sexual orientation, age, marital status, [parental status](#), military or veteran status, physical, mental, or sensory disability, genetics/genetic markers, [political affiliation](#), or any other basis protected by federal, state and local law.

This policy extends to all areas of employment including recruitment, selection and placement, compensation, promotion, transfer, discipline, demotion, lay-off, termination, training, daily working conditions, benefits and all other terms and conditions of employment. Applicants or employees requiring reasonable accommodation within the selection process or employment should make such requests in writing to the Human Resources representative.

SECTION 2: EMPLOYMENT POLICIES AND PROCEDURES

2.01 DEFINITIONS

These definitions are adopted by ~~the the Northwest Regional Council~~ [NWRC](#).

Trial Service Employee: All new employees shall serve a trial service period, which shall be considered an integral part of the selection process. The benefits herein do not apply to trial service except as specifically stated herein. Just as a regular employee, an employee in their trial period may be terminated at any time, with or without cause.

Regular Employee: An individual appointed to a salaried or hourly position on the basis of more than 79.75 hours per month.

Part-time Employee: An individual appointed to a salaried or hourly position on the basis of 79.75 hours per month or less.

Temporary Employee: An individual employed on a temporary basis. Unless otherwise indicated in the letter of appointment, the benefits herein do not apply to these employees. Temporary appointments are limited to a maximum of twelve (12) months of continuous employment, with the exception of interns and work study students.

On Call Employee: An individual appointed to an hourly position in which the hours of work fluctuate according to staffing needs. Generally, this position ~~is~~ [works less than](#) 70 hours per month ~~or less~~. Unless otherwise indicated in the letter of appointment, the benefits herein do not apply to these employees.

Exempt Employees: Employees in positions exempt from minimum wage and overtime provisions of the Fair Labor Standards Act.

Non-exempt Employees: Employees subject to the minimum wage and overtime provisions of the Fair Labor Standards Act.

Northwest Regional Council (NWRC): A multi-county association composed of Island, San Juan, Skagit, and Whatcom counties. It shall be referred to as the NWRC.

Anniversary Date:

- a) Employees that begin on the first working day of the month will be assigned the beginning of that month as their anniversary date.
- b) Employees that begin after the first working day of the month will be assigned an anniversary date of the first day of the month following their date of hire.

- c) Any employee undergoing a change in position (promotion, transfer or demotion) will be assigned a new anniversary date to coincide with the first day of the month following the classification change. This adjusted anniversary date will be used for scheduling an employee's annual performance review and step increase.
- d) Any employee being reclassified as a result of a modification to their current job function will maintain their current anniversary date.

Contract Employee: An individual employed as extra help, for a specific project purpose on a time-limited basis, or on a temporary basis to provide scheduling relief during leaves of absences or vacations; to assist with projects or peak service demands of limited duration or for staff in unique programs and are generally tied to a particular grant. The provisions of this manual and benefits herein do not apply to these employees, unless otherwise stated in the employment contract.

Student Intern/Work Study: Temporary work assignment which allows a student to gain work experience in the field. Benefits herein are not available for these employees, except those required by law.

Volunteer: Non-paid staff assigned to assist with specific NWRC programs/services. Volunteers are not eligible for benefits, except those required by law.

Contractor: An individual whose services are retained on a contract basis, not as an employee, documented through the contract process containing an appropriate scope of work.

2.02 EMPLOYMENT APPLICATIONS & INFORMATION

In order to be considered a viable applicant, an individual must complete an application and appropriate supplemental materials for position openings. NWRC relies upon the accuracy of information contained in the employment application, as well as accuracy of other data provided throughout the selection process and employment. Any misrepresentation, falsification, or material omission may result in exclusion of the individual from consideration for employment or, if hired, termination of employment.

Employees whose work requires a state or national license, registration, certification, or permit, will be required to present proof of such prior to employment and at each renewal period. It is the employee's responsibility to provide the NWRC with proof of current required license, registration, certification or permit within 2 weeks of the issue date.

NWRC employees whose job responsibilities require them to drive to attend meetings, serve clients, or perform other NWRC business will be required to abide by the NWRC driving policy (Reference Section 2.04 Pre-Employment and Continuing Requirements, Driving For Work). ~~provide a copy of a valid driver's license at the time of hire and proof of current auto insurance. These employees are also responsible to advise NWRC of any change in driver's licensing or insurance status. Additionally, NWRC may request a copy of any employee's or applicant's driving abstract for review.~~

~~It is the employee's responsibility to provide the NWRC with copies of updated licensing and insurance as they are renewed.~~

2.03 EMPLOYEE SELECTION

NWRC's overall approach to selection decisions is to hire qualified ~~the~~ individuals ~~most qualified~~ for each position consistent with the EEO policy of the NWRC, and based on a series of selection activities including but not limited to, interviews, skills exercise, references and background check.

Executive Director Selection

The Executive Director will be selected by and serve at the discretion of the NWRC. The Executive Director has the Aauthority to appoint, or rehire, ~~other~~ employees ~~will be vested in the Executive Director, which or~~ may ~~be~~ delegated the authority to other managers, directors, and supervisors.

NWRC Staff Selection

When a position becomes vacant or when a new position is requested, the supervisor and unit director will review the job description and the need for such

position prior to any posting or recruitment process. Once the position has been authorized by the Executive Director to be filled, [Human Resources](#)~~designated HR administrative support staff~~ will proceed with appropriate posting and advertisements.

The NWRC recognizes the value of promoting excellent performers within the agency and will internally post all position opportunities. Employees interested in posted positions must complete all application materials and submit them to [Human Resources](#) ~~the designated HR administrative support staff~~ within the specified timeframe. The NWRC may announce a position opening to the public simultaneous with the internal announcement. The agency reserves the right to select the candidate it believes is best qualified for the position based on NWRC's assessment.

To be eligible to apply for any position opening, employees must have no disciplinary action on file for the previous 12 months and their most recent performance evaluation must reflect an overall performance rating of "Meets Expectations" (or better) and have no critical performance issues identified. Critical performance issues are those issues that must be immediately improved by the employee, or they will lead to disciplinary action or prevent the employee from obtaining future step increases. NWRC reserves the right to consider employees in the above circumstances for position transfers or demotions if such job changes would benefit the organization (e.g., put the employee in a position of lesser responsibility better suited for the employee, move the employee to a position with closer supervision, etc.).

2.04 PRE-EMPLOYMENT AND CONTINUING REQUIREMENTS

COVID-19 Vaccination

Employees hired after May 19, 2022, are required to be up to date on COVID-19 vaccination, which is defined as having received all recommended doses based on their age and health status. Regardless of hire date, NWRC encourages all employees to maintain all recommended COVID-19 vaccination doses for their age and health status. Employees may pursue medical or religious accommodation by contacting the human resources representative.

Medical Examinations

NWRC may determine that a specific position requires a job-related medical examination to determine the applicant's ability to perform the essential functions of the position. In such cases, the successful applicant will be given a conditional offer of employment, subject to passing the medical examination. This employment medical examination will be paid for by the NWRC.

Additionally, from time to time, the NWRC may have concerns about a current employee's ability to perform the essential functions of the position or to return to

work after a leave. In such cases, the NWRC may require the employee to undergo a job-related medical examination by a NWRC-designated physician. Such medical examination will be paid for by the NWRC and kept in the employee's confidential medical file. Failure to comply with the NWRC's examination requirement may result in discipline, up to and including termination.

Background & Reference Checks

Washington State law requires the NWRC to check the background of applicants who may have unsupervised access to vulnerable adults. [It is the policy of NWRC will to](#) conduct the appropriate background checks regarding licensure, criminal records, and employer references on all applicants completing the final stages of the selection process. [In the event findings are reported on a candidate's background check, a suitability review will be conducted by Human Resources on an individual basis, subject to approval by the supervisor and Executive Director. The suitability review may include, but is not limited to, the job responsibilities, NWRC agency insurance policies and guidelines, overall candidate recruitment materials and scoring, and the DSHS Secretary's List of Crimes and Negative Actions.](#) Any offers of employment will be rescinded should the applicant fail to satisfactorily pass these checks.

Follow-up background and license checks will occur throughout employment. Applicants or current NWRC employees must notify the NWRC of any investigations or convictions that would affect or preclude them performing any of their job functions. Continued employment is subject to the passing of these background checks and authorization to perform job duties.

Driving for Work

[NWRC seeks to safeguard its employees and others when driving a motor vehicle is required while conducting agency business. Employees whose job responsibilities require them to drive to attend meetings and/or trainings, serve clients or perform other NWRC related business are required to adhere to NWRC's Driving Agreement, and the policies outlined herein.](#)

Motor Vehicle Driving Record Check Prior to Employment

[NWRC will check the motor vehicle driving records and driver licensing status of finalist candidates prior to an offer of employment being made. The motor vehicle driving record check may include a review of records in States other than Washington to obtain 60 months of motor vehicle driving record history. Candidates with less than three years driving experience may be subject to additional driving record monitoring by Human Resources until they reach three years of driving experience.](#)

[Candidates may not be eligible for employment due to an unsatisfactory motor vehicle driving record, such as a major moving violation within the last 60 months, multiple minor moving violations in the last 36 months, or at fault](#)

accident(s) in the last 36 months. (Reference *Moving Violations*). In the event violations are reported on a candidate's motor vehicle driving record, a suitability review will be conducted by Human Resources on an individual basis, subject to approval by the supervisor and Executive Director. The suitability review may include, but is not limited to, the job responsibilities, NWRC agency insurance policies and guidelines, overall candidate recruitment materials and scoring, and the DSHS Secretary's List of Crimes and Negative Actions.

In the event a candidate does not have a valid driver's license, their candidacy for the role will be reviewed on a case-by-case basis to determine if the role may be performed using alternate modes of transportation such as bicycle or public transit.

Requirements for Current Employees

Employees are required to provide a copy of a current and valid driver's license and proof of auto insurance, including liability limits, to Human Resources within three business days of their first day of employment, and ongoing thereafter to maintain current records. Auto insurance liability limit requirements are based upon the frequency of driving necessary in a role to meet job responsibilities and the potential for driving for NWRC related business (e.g., meetings, conferences, training, client home visits, etc.). Proof of insurance documentation provided to NWRC must include the liability limits, name of the employee, the make and model of the covered vehicle, and the effective dates of coverage. The following table displays auto insurance liability limit requirements:

<u>Average frequency of driving</u>	<u>Liability Limits</u>	<u>Example positions</u>
<u>Less than weekly</u>	<u>WA State Minimum Insurance</u>	<u>Administrative staff, NEMT, and ADR.</u>
<u>Weekly</u>	<u>\$100,000 bodily injury per person/\$300,000 per accident/ \$50,000 property damage</u> <u>OR</u> <u>\$300,000 Combined Single Limit</u>	<u>Case Managers, Care Coordinators, Behavioral Health Clinicians, Tribal & Dementia Program Specialists.</u>

If unsure as to which auto insurance liability limits apply to their role, an employee is to discuss with their supervisor to determine which limit is appropriate. The supervisor will consult with the Executive Director or Human Resources for final determination.

NWRC will monitor motor vehicle driving records every 12 months for current employees (Reference *Probationary Status for Unsatisfactory Motor Vehicle Driving Record*). Any employee without a valid driver's license or the required liability limits is not allowed to drive for work related purposes. If driving is an essential job function and the employee cannot be reasonably accommodated, employment may be terminated.

Probationary Status for Unsatisfactory Motor Vehicle Driving Record

If an existing employee has a valid driver's license but the employee's driving record evidences infractions that are considered unsatisfactory, such as a major moving violation within the last 60 months, multiple minor moving violations in the last 36 months (Reference *Moving Violations*), or at fault accident(s) in the last 36 months, the employee will be placed on probationary status and will be subject to the requirements of that status until the end of the probation. Stipulations of the probationary status are determined on a case-by-case basis, as approved by the Executive Director, and may include additional periodic motor vehicle driving record checks throughout the duration of the probationary period. Any violations during the probationary period may result in disciplinary action, up to and including termination of employment.

Moving Violations

Moving violations are identified in WAC 308-104-160. Examples of minor moving violations include, but are not limited to, passing violations, school bus or zone violation, and speed equal to or less than 20MPH over the limit. Examples of major moving violations include, but are not limited to, reckless driving, driving without a valid license, driving while intoxicated or under the influence of drugs, and speed in excess of 20MPH over the limit.

Safety & Distracted driving

NWRC values the safety and wellbeing of all employees and our community, including while traveling for the purpose of agency business. Distracted driving is a serious safety risk to many, including the driver, additional occupants, other drivers, and pedestrians.

To reduce the risks associated with distracted driving, the following conduct is prohibited while driving a personal vehicle for the purpose of agency business:

- Cell phone use
- Operating laptops, tablets, portable media devices, GPS devices, and all other electronic devices and in-vehicle infotainment systems
- Reading maps or any type of document, printed or electronic

Employees who are traveling and need to engage in one of the above activities to meet their job responsibilities must pull over to a safe location before proceeding.

Violations of this policy are subject to disciplinary action up to and including termination of employment.

Reporting Requirements

Employees are required to report changes related to driver's licensing status, auto insurance coverage, and motor vehicle driving record status to Human Resources as soon as is reasonable, and no more than 30 days after the change has taken effect. Such changes may include, but are not limited to, a change of vehicle, driving infractions, auto insurance limit adjustments, new policy provider, etc.

Infractions or Motor Vehicle Incidents During Work

Infractions or motor vehicle incidents that occur when an employee is driving for work must be reported as soon as is reasonable to their supervisor and Human Resources. In the event of a motor vehicle incident in which injury occurs, the employee(s) involved will need to complete an incident report form and provide to Human Resources. Human Resources may make the determination to share information regarding the incident and/or injury to the NWRC Safety Committee to see if any recommendations arise to help prevent or lessen the impact of similar incidents in the future. Personal identifiers will not be shared with the committee by Human Resources.

Off duty infractions are to be reported to the employee's supervisor and human resources at the point in which the employee reasonably knows the infraction will be on their motor vehicle driving record.

2.05 ORIENTATION & TRAINING

Within a new employee's first weeks of employment, NWRC will conduct an orientation to help orient the new employee to the organization. This orientation will include information regarding the employee's pay and benefits as well as information about the NWRC and its mission. Employees may receive on-the-job training specific to their position within their department or on taking a new position.

Throughout employment, employees may be required to attend mandatory periodic informational and training programs. The program topics and frequency will vary based on position responsibilities and requirements.

2.06 TRIAL SERVICE PERIOD (NEW HIRES & REHIRES)

All newly hired employees and rehired employees, excluding contracted employees, will participate in a 6-month training and evaluation trial service period which allows the employee and employer to evaluate if the employment relationship is mutually acceptable. will serve a 6-month training and evaluation trial service period. The trial service period allows the employee an opportunity to demonstrate their suitability for the position through actual work performance and it provides the employer an opportunity to evaluate the employee's ability to

meet the demands of the position and become a contributing member of the NWRC. Employees will be evaluated by their supervisor prior to the completion of the trial service period.

If circumstances require the need for additional observation, NWRC may extend the trial service period for a specified length of time. The employment of a trial service employee may be terminated with or without cause or notice at any time during the trial service period or extended trial service period and the at-will status continues upon completion of the trial service period.

2.07 TRIAL SERVICE PERIOD (OTHER)

Employees who are promoted, receive lateral job changes or demoted will serve a 6-month trial service period. This trial service period will be used to determine the employee's ability to perform the new job responsibilities. Benefits will not be affected by this trial service period. Employees will be evaluated prior to the completion of the trial service period.

If circumstances require the need for additional observation, NWRC may extend the trial service period for a specified length of time.

2.08 EMPLOYMENT OF RELATIVES (NEPOTISM)

To avoid the reality or appearance of improper influence, favor or conflict of interest, and for reasons relating to supervision, safety, and security, the NWRC does not allow individuals with familial ties, including legal marriage, partnerships, biological, adoptive, and similar, related by blood or marriage to be employed where:

1. One of the parties would have authority (or practical power) to supervise, appoint, remove, or discipline the other.
2. Where one party would be responsible for auditing the work of the other.
3. Where there is potential for conflict between the parties or between the interest of one or both parties and the best interest of the NWRC.

If two employees engage in a familial relationship that may, in the NWRC's judgement, create or reasonably could create the potential problems listed above,

~~If two employees marry, become related, or begin sharing living quarters with one another, and in the NWRC's judgment the potential problems noted above exist or reasonably could exist,~~ only one employee will be permitted to remain in the NWRC's employment unless modification of job duties, positions, or responsibilities, as determined in the sole discretion of the Executive Director, can be made to eliminate the potential problem. If termination of one employee is necessary, the decision as to which employee will remain employed with the

NWRC will be made by the two employees within thirty (30) calendar days of the date the NWRC becomes aware of the potential problem- they marry, become related, or begin sharing living quarters with each other. If no decision is made during this time, the NWRC reserves the right to terminate either employee.

2.09 REHIRES

When former employees apply to be rehired, they will be evaluated on the same basis as all other applicants. Consideration will be given to past job performance and the circumstances surrounding termination-separation of previous employment.

Employees rehired after July 2022 and within 6 consecutive months after separation will have their service bridged. This means that the employee may retain the original date of hire and may continue to accrue time off benefits at the previous rate. Insurance benefits will continue as stipulated in the plan documents. If the employee is rehired into the same role, the Trial Service Period will not apply. If the employee is rehired into a position other than the role they recently vacated, a Trial Service Period will apply but the employees benefits will not be affected by this Trial Service Period. Employees rehired after a break of service of more than 6 consecutive months will receive a new date of hire regardless. They will be treated the same as new employees for all benefits.

2.10 EMPLOYMENT REFERENCES

Supervisors and managers may provide accurate written letters of recommendation when requested by an employee. Supervisors and managers providing employment references to other employers will obtain an information release waiver [signed by the employee](#) prior to releasing employment-related information on current or past employees. ~~The HR administrative support~~[Human resources](#) staff can assist in verifying that a release form has been completed and placed in the employee's personnel file or in providing a form to the requesting employer should they not have one.

2.11 OUTSIDE EMPLOYMENT

[Employees must disclose in writing outside employment or ownership of a private business upon hire with NWRC or at the time the employee first becomes involved in outside employment or business ownership. Outside employment must not interfere with the employee's regular duties or create a conflict of interest, as determined in the sole discretion of the Executive Director. Employees planning to engage in outside employment or private business ownership during their NWRC employment will submit in writing their intentions to their supervisor for review and approval by the Executive Director.](#)

~~Regular employees will not accept employment outside the NWRC except that which does not interfere with their regular duties or creates a conflict of interest, as determined in the sole discretion of the Executive Director. Prior to accepting outside employment or engaging in their own private business, an employee will submit in writing their outside employment or business intentions to their supervisor for review by the Executive Director.~~

2.12 EMPLOYEE PRIVACY AND PERSONNEL FILES

NWRC maintains employment related files for its employees. These files are property of NWRC. The main personnel file primarily contains the following type of information:

- Address, telephone number, and emergency contacts;
- Application and/or resume, reference letters or other materials submitted or created during the employment process;
- Employment history information, including titles and dates of positions held, salaries, dates and amounts of raises, changes in status (e.g., full-time, part-time, temporary), resignation and hires;
- Copies of licensure and vehicle insurance;
- Performance evaluations;
- Records of corrective counseling or disciplinary action;
- Personnel action items such as insurance enrollment/change records and personal information changes;

- Other documents pertaining to employment such as letters of commendation, training records, etc.

All medically-related information will be maintained by [Human Resources](#) ~~the HR administrative support staff~~ in a separate employee medical file. Information in the medical file may be disclosed only to the employee, to a supervisor on a need-to-know basis, individuals given access by the employee's written consent, or as otherwise required or allowed by state and federal law.

An employee who wishes to review their personnel records should contact ~~the designated HR administrative support staff~~ [Human Resources](#) to arrange a time. These records may be reviewed only in the presence of a designated NWRC official during normal business hours. Where an employee disputes information contained in their personnel file, the employee may submit a written request to the Executive Director that the information be changed. If this request is denied, the employee may request that a statement containing their correction or rebuttal be placed in the file.

While personnel files are kept confidential in accordance with applicable laws, information contained in personnel files may be audited by governing or funding agencies. Employees should notify [Human Resources](#) ~~the HR administrative support staff~~ of any personal information changes.

2.13 INTERNSHIPS

To assist in the development of future workforces, the NWRC may choose to participate in school-related internship programs. These programs must be affiliated with an educational institution and provide practical application of what the student is learning in school. All internships will receive approval from the Executive Director prior to commencement. Work will be performed under the supervision of an assigned appropriate mentor. The assigned supervisor will be responsible for completing school-related progress reports.

While internships are generally unpaid positions, interns will be required to comply with many of the processes, policies and procedures required of regular employees and must sign the internship letter of understanding. Internship programs are considered stand-alone programs and in no way entitle the student to a position at the conclusion of the internship period.

2.14 WORK STUDY

Work study programs are affiliated with an educational institution and provide the student with paid work experience. Individuals considered for work study must be approved through the school to participate in the subsidized work study program. All work study assignments will receive approval from the Executive Director prior to commencement. Work will be performed under the supervision of an assigned appropriate supervisor.

Work study students will be required to comply with the processes, policies and procedures required of regular employees and must sign the work study letter of understanding. Work study programs are considered stand-alone programs and in no way entitle the student to a position at the conclusion of the work study period.

2.15 VOLUNTEERS

NWRC may, from time-to-time, utilize volunteers to assist within the organization. All volunteer assignments will receive approval from the Executive Director prior to commencement. Volunteers may receive reimbursement for specific portions of their volunteer service, such as mileage reimbursement. A current employee may not volunteer in any capacity related to their paid position. While volunteer positions are unpaid, volunteers will be required to comply with many of the processes, policies and procedures required of regular employees and must sign the volunteer letter of understanding.

SECTION 3: GENERAL POLICIES AND PROCEDURES

3.01 BASIC PRINCIPLES

To assist us in working collaboratively together and providing the best service to our clients and the public, NWRC employees are expected to adhere to the following “Basic Principles:”

1. **Focus on the situation, issue, or behavior, not on the person.** Focusing on the situation, issue, or behavior helps us remain objective when faced with challenges. We can solve problems more effectively, make better decisions, and maintain constructive relationships when we concentrate on the big picture and consider others’ points of view with an open mind.
2. **Maintain the self-confidence and self-esteem of others.** Contributing fully is easier in an atmosphere of acceptance and approval. When people feel free to express their ideas without fear of ridicule or personal criticism, they are more willing to take risks and stretch their capabilities. By showing respect and helping others develop their abilities and reach their goals, we multiply our own efforts in the workplace.
3. **Maintain constructive relationships.** Whether working with a co-worker, client, or member of the public, our goal is to interact constructively and strive toward building stronger, more effective relationships for the future.
4. **Take the initiative to make things better.** We all have a role in making our workplace better. By finding opportunities for improvement, we build a more effective workplace which often results in better service to our clients.
5. **Lead by example.** Being a good leader means setting a good example – even in the face of disappointing circumstances. By performing your job duties to the best of your abilities, honoring your commitments, admitting your mistakes, and staying receptive to new ideas, you will model leadership qualities for others to follow.
6. **Think beyond the moment.** At work we must consider how our actions and decisions will impact others and the NWRC. We are also expected to behave ethically in performing all our duties at the NWRC.

3.02 GENERAL EMPLOYEE CONDUCT

Employees are expected to use good judgment in performing their job and in representing the agency. Unsatisfactory employee conduct will be handled through disciplinary procedures. The following are general guidelines for employee conduct:

- Ensure that our interactions and communications with each other, clients, and the general public present a professional and caring image.
- Demonstrate mutual respect toward co-workers, colleagues, clients, and the general public.
- Recognize that each work assignment is important and worthy of our best efforts.
- Accomplish work in a timely, accurate, and professional manner.
- Present a neat, professional, ~~business-like~~ appearance at all times.
- Report immediately to your supervisor problems with a client, colleague or member of the general public.
- Abide by all confidentiality standards when handling client information.
- Exercise good judgment by confining personal telephone calls, conversations, and visiting to non-working hours.
- Adhere to policies, procedures, safety rules and safe working practices.
- ~~Cooperate~~~~Comply~~ with management and follow directions from supervisors.
- Preserve and protect the NWRC's equipment, grounds, facilities, and resources.
- Follow NWRC's ethics policy and professional ethics standards.

3.03 ETHICS POLICY

General

As a public agency, we are entrusted with the public's confidence to provide service with the highest ethical standards and to appropriately utilize public funds. This policy is designed to guide employees on the standards of ethical behavior and to supplement, not supersede or conflict with, the ethical standards set forth in the Revised Code of Washington ("RCWs") [42.52 Ethics in Public Service](#). [Additionally, each employee must adhere to additional codes of ethics that may be associated with an employee's profession or NWRC program which they are assigned.](#)

NWRC employees are expected to uphold these ethical practices and avoid even the appearance of improper influence and refrain from ever receiving, soliciting or accepting gifts, gratuities, favors or anything of value for themselves or their family members, which is intended or has the appearance or effect of influencing the performance of their duties. Please refer any questions regarding this policy to your supervisor or Human Resources.

Definitions

"Staff" - for the purposes of this ethics policy is intended to include all persons who act on behalf of the NWRC, whether paid or unpaid.

"Immediate Family" — as defined in RCW 42.52.010, which includes: for the purposes of this ethics policy means:

- 1) Spouse or domestic partner, dependent children, and other dependent relatives, if living in the household.
 - 2) Child, stepchild, grandchild, parent, stepparent, grandparent, siblings or half-siblings of the employee and the spouse or the domestic partner of any such person
 - 3) A child, stepchild, grandchild, parent, stepparent, grandparent, siblings or half-siblings of the individual's spouse or domestic partner and the spouse or the domestic partner of any such person.
 - 4) Any uncle, aunt, cousin, niece or nephew.
- ~~1) Spouse, domestic partner;~~
~~2) Any parent, parent-in-law, grandparent, grandchild, child, stepchild, or son/daughter-in-law or;~~
~~3) Any sibling, uncle, aunt, cousin, niece or nephew.~~

"Client" - indicates an individual who receives services through NWRC or its contractors.

Policy

General Staff Member Conduct

- Staff should seek to find and employ efficient and economical ways to provide services and give to the performance of their duties their best attention, efforts and thoughts.
- Staff should be aware that they are seen as a representative of the NWRC when they are acting within the scope of their job responsibilities.
- Staff must never intentionally act outside the scope of their job responsibilities in representing the NWRC, nor portray themselves as acting on behalf of the NWRC when, in fact, they are not.
- Staff must treat every citizen-individual fairly and equally with equitably with courtesy and respect.

- ~~Staff and~~ must never ~~discriminate unfairly by dispensing of~~ dispense special favors or privileges to any ~~one person~~, whether for remuneration or not, and should never accept for themselves or ~~family~~ others, favors or benefits under circumstances which might give the appearance to reasonable persons as influencing the performance of their NWRC duties.
- Staff must avoid the appearance of improper influence and refrain from ever receiving, soliciting or accepting gifts, gratuities, favors or anything of value for themselves, or ~~their families~~ others, which is intended or has the appearance or effect of influencing the performance of their duties.
- Staff must never attempt influence of others in the performance of their duties by any means which are not appropriate or proper.
- Staff must never use, ~~nor allow~~ approve or aid in the use of NWRC property or funds for private purposes, for purposes other than those authorized or permitted, or for purposes which could mislead clients or damage the reputation and integrity of the NWRC.
- NWRC property, equipment, money, services, and staff time are for NWRC purposes only and shall not be appropriated for personal or private use.

Service Provision

- Staff are to provide client services within the scope of the program standards, policies and/or procedures.
- Clients who are in need of assistance beyond this scope of services are to be referred to an appropriate service provider.
- NWRC strives to provide fair and equitable service to all its clients. Staff members should use their best judgment to ensure their actions do not create any actual or apparent favoritism or conflict of interest.
- Staff must refer clients who need services of guardianship, power of attorney, protective payee, or other substitute decision making (such as health care or financial decisions) to available resources in the community.
- Falsification of client financial or eligibility status in order to obtain needed services is prohibited.

Client Respect and Well Being

- Staff are to preserve the privacy of the client by refraining from visiting or contacting the client except for purposes of fulfilling their professional responsibilities.

- Obscene, profane, disrespectful or inappropriate language or behavior are prohibited while in the presence of the client, their representative, ~~or~~ family member or others.
- Staff should be alert for indications of situations that jeopardize or compromise a client's right to be free of abuse, neglect or exploitation. Examples include, but are not limited to*:
 1. Outright physical harm to a person, regardless of ability to defend self.
 2. Verbal abuse which may lead to physical abuse or neglect.
 3. Client's loss of decision-making or choice with regard to life-style (e.g., refusal to allow visitors, refusal to allow client to come and go as they choose, etc.)
 4. Unauthorized use of client assets.
 5. Withholding of food, care or medication by the caregiver.

Mandatory Reporting

- Staff are “Mandatory Reporters” under the law and must report and document any suspected abuse, neglect, or exploitation to the appropriate authorities. To report suspected abuse of a vulnerable adult, in accordance with RCW 74.34, staff should contact Adult Protective Services (APS).
- ~~Staff are “Mandatory Reporters” under the law and must report any suspected abuse to appropriate authorities. If abuse, neglect, or exploitation is suspected, staff should document their concerns. To report suspected abuse of an individual living in a nursing home, boarding home (including assisted living), or adult family home, staff should call the DSHS Complaint Resolution Unit. To report suspected abuse of an individual living on their own or with family, staff should call the DSHS Home and Community Services Office. Staff may inform the client that outside assistance is being sought. The timing and detail of such notice will be sensitive to the condition and needs of the client.~~

Confidentiality

- Staff may not disclose any information obtained during the course of employment as it relates to clients or the provision of services to clients even after the staff person has terminated their relationship with the employee has separated from service with the agency. This prohibition does not apply to information that is shared with partner agencies, such as DSHS or subcontractors, for purposes directly connected with the administration of NWRC programs or the provision of services to clients. Such purposes include, but are not limited to, determining eligibility, providing a service, and participating in an audit. With written approval from the NWRC Executive Director, staff may disclose information for research, statistical, monitoring,

and evaluation purposes conducted by appropriate federal agencies and DSHS. Certain client information is considered protected health information under state and federal law, including the federal Health Information Portability Accountability Act. Each employee is required to fully comply with state and federal laws regarding protected health and private information, including any laws which specifically apply to an employee's profession or NWRC program which they are assigned.

Client Gifts/~~Reimbursement~~

NWRC recognizes that client gifts or demonstrations of appreciation may arise in the course of an employee's work with a client. Employees are encouraged to notify the client that gifts are not necessary, and the absence of gifts or demonstrations of appreciation will not impact their receipt of services. Employees may use their professional judgement to determine if a gift should be accepted based upon:

- Cultural considerations
- Monetary value (i.e. not of great monetary value, approximately \$10)
- Appropriateness of the gift
- Intent of the gift
- Client's cognitive status

If an employee does accept a client gift, when possible, the gift is to be discussed with the supervisor and used by the agency at large. In the event of a gift being given by a client with impaired cognition, the employee is to attempt to return the gift with minimal emotional impact to the client.

Under all circumstances, employees are expected to avoid bartering with or receiving gifts from the client and their care partners which may be construed as exploitation of a client and their resources, a conflict of interest, or otherwise unethical.

Should a client or their care partners express interest in making an official donation to the agency, the employee is to refer them to their supervisor to determine appropriate next steps.

- ~~Staff may not accept gifts or items of value from clients or friends or family of the clients except for official donations made to the agency. In some cases, it may be clear that to not accept a gift will greatly offend the client. In these cases, the staff member should thank the client graciously but make it clear to the client and/or their family, if appropriate, that gifts are not necessary, and, in fact, are an awkward situation for the staff member. The staff member should request that in the future, the client not give the staff member any personal gifts. Then the staff member should turn the accepted gift over to their supervisor for use by the agency or for donation to a recognized charity.~~

- ~~Failure to provide services or make referrals until a client returns a favor or reimburses a staff member for the service or referral is prohibited.~~

Client Finances and Property

- Staff should notify ~~advise~~ clients whenever possible regarding financial obligations the client will incur as a result of referral and receipt of a service/benefit from a particular service provider.
- ~~Any time~~In the rare occurrence that a staff members may handle the money or property of a client, the employee is to notify their supervisor beforehand. ~~a~~A receipt documenting the amount of money or value of property handled and the nature of the transaction should be signed by both the client and staff person. Documentation should be retained within the client's record with a copy to the client and/or their representative.

Conflict of Interest

Staff may not take unfair advantage of any professional relationship or exploit others to further their personal, religious, political, financial, business, or similar interests. Staff are expected to use their professional judgement to determine when action needs to be taken to protect the best interests of the client, minimizing risk of exploitation or harm to the client.

- Staff are to accept and assist any client in a manner appropriate to the staff member's position. If a potential conflict of interest exists between staff and the client, the staff person shall present such conflict to their immediate supervisor for resolution, ~~if applicable.~~
- If a client is "Immediate Family" of a staff member, that staff member will notify their supervisor and disqualify themselves from direct service provision for that client.
- A staff member who has had a personal relationship with a person who is being assigned as a prospective client must inform their supervisor of the relationship so that the client may be assigned to an alternate staff member if there is a potential conflict of interest, as appropriate.

~~Staff and relatives or friends of staff may not engage in any financial transactions with former or present clients of the agency.~~

- Staff, or associates of staff, may not engage in or knowingly participate in financial transactions with known former or present clients of the agency that result in their private personal economic gain. Such activities include, but are not limited to: - real estate, insurance or other investment activities.
- Staff may not ask a client to purchase any item or service belonging to or sold by staff or immediate family of the staff member.

- Staff may not receive remuneration in any manner from any source for a client referral.
- Staff are not to use any information obtained in the course of their employment for the purpose of private personal economic gain by that staff member or a staff member's immediate family.
- Staff will notify their supervisor, in writing, prior to serving on any Board that is affiliated with the NWRC.

Violations of Ethics Policy

Violations of this Ethics Policy are considered a violation of the terms and conditions of employment. Such a violation will be subject to disciplinary action, up to and including termination. The actions and remedies of the Personnel Policies are not to be presumed exhaustive and do not replace or exclude civil or criminal sanctions.

3.04 POLICY AGAINST UNLAWFUL DISCRIMINATION

Policy against Discrimination

Every employee has the right to work in surroundings that are free from unlawful discrimination. NWRC therefore strictly prohibits unlawful discrimination based on race, color, religion, national origin, age, [gender](#), gender [identity](#), sexual orientation, marital status, disability or any other legally-protected classification. NWRC also prohibits the harassment of any individual based on these protected classifications. NWRC requires its employees to abide by this policy in practice and in spirit. NWRC encourages its employees to address any questions or concerns about this policy directly to their supervisor, Human Resources or the Executive Director. Employees may do so without fear of reprisal.

Policy against Sexual Harassment

Sexual harassment is a form of sexual discrimination and NWRC will not tolerate it in the workplace. Sexual harassment may include unwelcome sexual advances, requests for sexual favors, and other verbal, [non-verbal](#), visual or physical conduct of a sexual nature. Sexual harassment may also include unwelcome sexual attention, verbal abuse of a sexual nature, [unnecessary unwelcomed](#) touching, a display in the workplace of sexually suggestive objects or pictures, sexually explicit or offensive jokes, [gestures](#), or objects, or engaging in any sexually-oriented conduct which unreasonably interferes with another's work performance or creates a work environment that is intimidating, hostile or offensive. NWRC specifically prohibits any employee from:

- (1) making unwelcome sexual advances or requests for sexual favors, or other verbal or physical conduct of a sexual nature, a condition of an employee's continued employment, **or**
- (2) making submission to or rejection of such conduct the basis for employment decisions affecting the employee, **or**
- (3) creating an intimidating, hostile, or offensive working environment by such a conduct.

Employee's Response to Misconduct

NWRC requires any employee who feels that they have been the subject of discrimination or harassment to report the conduct. Employees who feel that they or others may have been subject to discrimination or sexual harassment, including but not limited to any of the conduct listed above, by any supervisor, management official or other employee should bring the matter to the immediate attention of their supervisor, Human Resources or any other member of the Management Team (including the Executive Director) who will initiate an investigation. Additionally, employees who have concerns regarding the

behavior of clients, vendors or the general public should also bring such concerns to their supervisor or manager. Allegations of harassment will be promptly investigated and appropriate corrective action will be taken. To assist in the prompt resolution of the complaint, employees should provide any supporting documents and identify any person who may have knowledge regarding the allegations. The Executive Director will be immediately notified of any complaints.

NWRC'S Investigation

NWRC will take all reports seriously and conduct an appropriate investigation. NWRC will require employees to cooperate in any investigation, whether or not they are directly involved. NWRC will keep the fact and results of its investigation as confidential as possible.

Non-Retaliation

NWRC prohibits retaliation (taking adverse action against an employee) because of an employee's good faith report of discrimination or harassment, or participation in an investigation of such a claim. Any individual who is found to have engaged in retaliatory conduct will be subject to appropriate corrective action, up to and including termination. Employees who believe that they have experienced such retaliation should notify their supervisor or the Executive Director.

3.05 AMERICANS WITH DISABILITIES ACT

The NWRC's policy is to ensure equal employment opportunity for all qualified persons with a disability. For purposes of this section, "disability" includes a physical or mental impairment that substantially limits an employee's major life activities, or a record, or appearance of having such an impairment.

The NWRC recognizes that employees with physical, sensory, or mental disabilities may need reasonable accommodations to enable them to perform their essential job functions. Any employee who believes they need reasonable accommodation should notify their supervisor and Human Resources. Although the need for accommodation is determined on a case-by-case basis, generally the NWRC and the employee engage in an interactive process with the employee and the employee's healthcare provider(s) to confirm the existence of the condition, its limitations in the workplace and possible reasonable accommodations. The employee has an obligation to cooperate with the agency in this process, which may include authorizing the NWRC to communicate with the employee's healthcare providers concerning the employee's condition, its limitations and possible reasonable accommodations.

3.06 DRUG FREE WORKPLACE

General

NWRC is concerned about the effects that drugs and alcohol may have on safe and productive job performance. We also recognize that employees who are affected in their ability to perform their jobs safely and productively jeopardize the integrity of the workplace and the achievement of our mission. Therefore, abiding by the provisions of this policy is a condition of employment with NWRC.

Prohibitions

This policy strictly prohibits the following:

- Performing work with a presence of drugs or alcohol in an employee's system (other than those that do not impact job performance, are medically prescribed and approved by a physician and used as prescribed or purchased over the counter and used as directed).
- The unlawful use, possession, manufacture, distribution, dispensing, transfer or trafficking of alcohol, drugs that are illegal under state, federal or local law (including marijuana) or controlled substances in any amount or in any manner on NWRC property or in NWRC vehicles at any time, whether or not engaged in NWRC business.
- The use, in any way, of NWRC property, equipment or the employee's position to make or traffic alcohol, drugs or controlled substances.
- Any other use, possession or trafficking of alcohol, drugs or controlled substances in a manner which is detrimental to the interest of the organization, creates a safety concern or unduly interferes with job performance.
- Refusing to submit to a drug or alcohol test requested by NWRC.
- Tampering with a test sample or obstruction of the test process.

Employees may use or consume prescription drugs while on the job when taken pursuant to a valid physician's order, or over-the-counter drugs when taken as appropriate, only when there is no possibility that such use may impair the employee's ability to safely perform their job or may adversely affect their safety, resident/public safety or the safety of other employees. It is the employee's responsibility to be aware of the effects of any medication that they may be taking and to be alert for any evidence of impairment. Employees taking medication which may affect their performance or abilities must advise their supervisor of this fact.

Violations of these prohibitions will lead to discipline, up to and including termination.

Testing

1) Reasonable Suspicion Testing

NWRC is authorized to require drug and/or alcohol testing when it has a reasonable suspicion of violation of this policy. Reasonable suspicion is suspicion based on specific personal observations of the employee's appearance, behavior, speech or odor. Such testing determinations will be made by a supervisor based on the best available information at the time of the test decision. Refusal to consent to testing will constitute a violation of this policy and employees will be subject to discipline, up to and including termination.

2) Requests for Retesting

An employee who tests positive will not be paid for the time lost from work during the period of testing and receiving the test results. Should a positive test be disputed, the employee may request a re-test of the same sample. The request must be made within forty-eight (48) hours. The expense for re-testing must be pre-paid by the employee. Employees who test negative will be paid for time lost from work.

3) Type of Tests

The NWRC-designated lab has the discretion to determine its testing methods and the standards for determining whether a test is "positive" or "negative." NWRC and laboratory will provide quality control procedures and will assure the maximum confidentiality and chain of custody.

Confidentiality/Privacy

The fact that a drug and/or alcohol test has been requested or administered, the results of that test, and communications with the employee regarding substance use and abuse, are considered private and confidential.

Disciplinary Action

Employees are subject to appropriate discipline and/or termination for violating this policy as described earlier. Policy violations also include:

- a. Refusal to Allow Test. NWRC may request an employee to consent to testing, to permit the test results to be analyzed, and to release such results to authorized company representatives, subject to any applicable state or local laws and regulations. An employee's failure to consent and submit to requested testing will subject the employee to disciplinary action including termination.
 - b. Positive Test Results. An employee who tests positive for the presence of alcohol or drugs in violation of this policy will be subject to disciplinary action including termination.
-

- c. Off-The-Job Conduct. An employee's off-the-job use of illegal drugs or unlawful or unauthorized substances which adversely affects the employee's job performance or jeopardizes the safety of other employees or the security of the company's premises also violates this policy. An employee who is convicted of or pleads guilty or no contest to off-the-job manufacture, sale, purchase, transfer, use or possession of illegal drugs or unauthorized substances will be subject to disciplinary action including termination if, in the view of management, the circumstances warrant. Any employee convicted of a violation of a criminal drug statute that is workplace-related must notify the Executive Director within five working days of the conviction.

Employee Assistance and Rehabilitation

NWRC offers an Employee Assistance Program (EAP) to its employees as an additional benefit. The EAP provides professional, confidential counseling to employees experiencing personal issues. NWRC will not discipline or terminate an employee who voluntarily seeks EAP assistance before there is a performance problem or positive drug or alcohol test result. However, all employees (including those seeking EAP assistance) must be free of drugs and alcohol at work, and comply with NWRC's other work rules and performance standards. NWRC notes that any employee who fails to do so is subject to discipline up to and including termination of employment.

3.07 WORKPLACE VIOLENCE

NWRC prohibits violence in the workplace and is committed to maintaining an environment free of all forms of violence, including verbal or physical threats, intimidation, and abusive statements or any conduct that causes others to feel intimidated or unsafe.

Employees are prohibited from bringing weapons to work or on NWRC premises, including NWRC's parking lot. NWRC reserves the right to inspect, with or without notice, all persons' packages, automobiles and other items that come on to NWRC property. NWRC further reserves the right to inspect all NWRC property with or without notice. NWRC encourages its employees to raise workplace concerns with their immediate supervisor. If the supervisor is unavailable, or if the complaints remain unresolved after talking with the supervisor, or if the nature of the complaint is such that the employee does not feel they can discuss the complaint with their supervisor, the employee may make a complaint to any member of the Management Team.

NWRC prohibits the following by way of example:

- Any act or threat of violence made by an employee against another person's life, health, well-being, family or property.
- Any act or threat of violence, including, but not limited to, intimidation, harassment, or coercion.
- Any act or threat of violence that endangers the safety of employees, clients, vendors, contractors or the general public.
- Any act or threat of violence made directly or indirectly by words, gestures or symbols.
- Use or possession of a weapon on the organization's premises.
- Threatening, harassing or abusing a domestic partner at the workplace or utilizing workplace resources for such behaviors.

Upon receiving a complaint, NWRC will promptly investigate the matter to determine relevant facts and circumstances. Information about any complaint will be treated as confidentially as possible, consistent with proper investigation and responsive action. Based on its investigation, NWRC will take immediate and appropriate corrective action. Individuals who lodge good faith complaints or who participate in a NWRC investigation will not be retaliated against or otherwise treated adversely for having done so.

Orders of Protection/Restraining Orders

An employee who has obtained an order of protection or restraining order against another individual must notify their supervisor and provide a copy of the official restraining order document. The NWRC may also request a picture from the employee of the individual listed on the restraining order. The NWRC may take whatever steps it deems appropriate to ensure the safety of the workplace. The

mandates of the restraining order will be followed until it has expired or an alternative document has been provided which changes the status of the order.

Public Contact

NWRC strives to maintain a safe and secure workplace and does not tolerate violent, threatening or abusive treatment of employees by clients or members of the public. Employees who feel they are being treated inappropriately or in a threatening manner by another individual should politely remove themselves from the situation and immediately inform their supervisor or, in the absence of their supervisor, another available supervisor.

NWRC Response

When NWRC becomes aware of a potentially threatening situation (both domestic and from the public), management will undertake an assessment of the risk and implement a safety response plan specific to the circumstances of the threat. A response plan may include any of the following:

- If circumstances warrant, NWRC may pursue an order of protection/restraining order against the threatening individual.
- Post a picture or other identifying information at the front desk area to alert individuals monitoring incoming traffic.
- Alert necessary personnel to the situation (which will include, at a minimum, all NWRC Management Team members and executive management of other service contractors located in the building).
- Review existing security systems and procedures.
- Identify exit/escape plans for potentially targeted individuals.
- Remind staff of the universal office evacuation system.
- Consult with local authorities for further advice, as needed.

3.08 FEDERAL & STATE FALSE CLAIMS ACT / WHISTLEBLOWER AND LOCAL GOVERNMENT WHISTLEBLOWER PROTECTIONS

It is the policy of NWRC to actively engage in efforts to prevent, detect, and mitigate losses related to fraud and abuse. NWRC is committed to following all applicable laws and regulations, particularly those that address fraud, waste, and abuse and the proper billing of all government-funded programs. This includes the Federal False Claims Act, the Washington State Medicaid False Claims Act, and Local Government Whistleblower protection. It is expected that when a NWRC employee becomes aware of active or suspected fraud and abuse, they will immediately report it to the appropriate entity.

This policy applies to all employees, including management and contractors. It addresses reporting of fraud and abuse committed by or against NWRC

providers, enrollees, beneficiaries, members, employees, contractors, and vendors.

Definitions

For the purpose of this policy, the following definitions apply:

- Fraud - intentional deception or misrepresentation made by a person with the knowledge that the deception could result in some unauthorized benefit to ~~them~~himself or to some other person.
- Abuse —practices that are inconsistent with accepted sound fiscal, business, or medical practices, and result in an unnecessary cost or in reimbursement for services that are neither necessary nor authorized under a client's plan of care, or that fail to meet prescribed standards.
- Improper governmental action – means any action by a NWRC officer or employee:
 1. That is undertaken in the performance of the officer's or employee's official duties, whether or not the action is within the scope of the employee's employment; and
 2. That is in violation of any federal, state, or local law or rule, is an abuse of authority, is of substantial and specific danger to the public health or safety or is a gross waste of public funds.

Improper government action does not include personnel actions, which include but are not limited to employee grievances, complaints, appointments, promotions, transfers, assignments, reassignments, reinstatements, restorations, reemployments, performance evaluations, reductions in pay, dismissal, suspensions, demotions, violations of collective bargaining or civil service laws, alleged violations of labor agreements, or reprimands.

- Good faith - means the individual providing the information or report of improper governmental activity has a reasonable basis in fact for reporting or providing the information. An individual who knowingly provides or reports, or who reasonably ought to know they are providing or reporting, malicious, false, or frivolous information, or information that is provided with reckless disregard for the truth, or who knowingly omits relevant information is not acting in good faith.
- Emergency – means a circumstance, that if not immediately changed, may cause damage to persons or property
- Retaliatory action - means:
 1. Any adverse change in an NWRC's employee's employment status, or the terms and conditions of employment including denial of adequate staff to perform duties, frequent staff changes, frequent and

- undesirable office changes, refusal to assign meaningful work, unwarranted and unsubstantiated letters of reprimand or unsatisfactory performance evaluations, demotions, transfer, reassignment, reduction in pay, denial of promotion, suspension, dismissal, or any other disciplinary action; or
2. Hostile actions by another employee towards an NWRC employee that were encouraged by a supervisor, senior manager, or official.

Set forth below is information about the federal and state false claims acts, remedies available under these acts and how individuals can use them, and whistleblower protections available to anyone who claims a violation of the federal or state false claims acts or improper local government action.

Federal False Claims Act (31 U.S.C. § 3729)

Federal statute which allows for civil and/or criminal action to be brought against a health care provider who:

1. Knowingly presents, or causes to be presented, a false or fraudulent claim for payment or approval to any federal program;
2. Knowingly makes, uses or causes to be made or used a false record or statement to get a false or fraudulent claim paid; or
3. Conspires to defraud the government by getting a false or fraudulent claim allowed or paid.

An example of a false claim is billing for procedures not performed.

A statute of limitations says how much time may pass before an action may no longer be brought for violation of the law. Under the False Claims Act, the statute of limitations is six years after the date of violation or three years after the date when material facts are known or should have been known by the government, but no later than 10 years after the date on which the violation was committed. The submission of false claims may also give rise to criminal liability.

Federal Laws and Guidance

- Section 6032 of the Deficit Reduction Act
- Section 1902(a)(68) of the Social Security Act (42 USC §1396a(a)(68))
- Federal False Claims Act 31 USC Sections 3729-3733
 - Sec. 3729 - False claims
 - Sec. 3730 - Civil actions for false claims
 - Sec. 3731 - False claims procedure
 - Sec. 3732 - False claims jurisdiction
 - Sec. 3733 - Civil investigative demands
- Administrative Remedies for False Claims and Statements 31 USC Sections 3801 et seq
- FAQ by CMS regarding DRA Requirements and False Claims Act compliance

- CMS Guidance to States regarding False Claims Act (2006)

Federal Whistleblower Protections

Federal law prohibits an employer from discriminating against an employee in the terms or conditions or their employment because the employee initiated, or otherwise assisted in a false claims action. The employee is entitled to all relief necessary to make the employee whole.

Washington State False Health Claims Act Whistleblower Protections

The Washington State False Claims Act has whistleblower protections which prohibit retaliation against the reporter. You may report directly to the United States Department of Justice or to the Washington State Attorney General. You are not required to report a possible false claims act violation to NWRC first. NWRC will not retaliate against you if you inform anyone of a possible false claims act violation.

Responsibility

What you should do if you think that your organization may have made a false claim:

All NWRC employees, contractors and vendors are required to report concerns about actual, potential, or perceived fraud and abuse or other misconduct to the Office of the Attorney General Medicaid Fraud Control Unit. You may reach the Department using one of the methods listed immediately below.

File MFCU (Medicaid Fraud Control Unit) Complaint

Phone: (360) 586-8888

Fax: (360) 586-8877

Email: MFCUreferralsatg.wa.gov

Mail: Office of the Attorney General Medicaid Fraud Control Unit
PO Box 40114
Olympia, WA 98504

NWRC requires timely disclosure of such concerns and expressly prohibits any adverse actions directed against any person for making a good faith report of such concerns. No one may retaliate against you if you inform the state or the federal government of a possible false claims act violation. All providers, contractors, subcontractors, and vendors have a right to oppose or refuse to engage in acts that they believe, in good faith, are unethical, improper, or unlawful, provided that the manner of opposition is reasonable, and the questionable act is immediately reported to the Office of the Attorney General Medicaid Fraud Control Unit using one of the contact methods listed in the previous paragraph.

State Laws

- Washington Medicaid Fraud False Claims Act RCW 74.66

Local Government Whistleblower Protection

As a public organization, NWRC must be a good and prudent steward of public funds and provide service with the highest ethical standards. Pursuant to [RCW 42.41](#) it is the policy of the NWRC to: 1) encourage reporting by its employees of improper governmental action taken by NWRC officers or employees and 2) to protect NWRC employees who have, in good faith and in accordance with NWRC policies and procedures, reported improper governmental action taken by NWRC officers or employees.

Procedures for Reporting

NWRC employees who become aware of improper governmental action are to notify the Executive Director or ~~their~~ [his/her](#) designee, stating in written detail the basis for the employee's belief that an improper governmental action has occurred. In case of an emergency, as defined above, an employee may provide information of an improper governmental action to a person or entity outside the NWRC.

For detailed instructions on the required reporting procedure, including a list of appropriate persons or entities outside the NWRC to whom to report, refer to NWRC's "Right to Report Improper Governmental Action Procedure." This document is permanently posted in each NWRC office location and is available to any employee upon request.

Protection Against Retaliatory Actions

It is unlawful for any local government official or employee to take retaliatory action against a local government (NWRC) employee because the employee provided information in good faith that an improper governmental action occurred. NWRC officials and employees who report improper governmental actions are protected from retaliation pursuant to RCW 42.41.040.

Procedures for Reporting

In order to seek relief, the employee will provide a written notice of the charge of retaliatory action to the NWRC governing board that specifies the alleged retaliatory action and the relief requested.

For detailed instructions on the required reporting procedure, including how to obtain contact information for the NWRC governing board, refer to NWRC's "Right to Report Improper Governmental Action Procedure." This document is permanently posted in each NWRC office location and is available to any employee upon request.

The NWRC Executive Director will be responsible for ensuring that this policy and the reporting procedure 1) are permanently posted where all employees will have reasonable access to them, and 2) are made available to any employee upon request.

3.09 NON-SMOKING

Smoking is prohibited in all NWRC facilities. To comply with Washington State law, employees wishing to smoke during their breaks or lunch periods must do so at least 25 feet from any public entrances, exits, windows, and ventilation intakes. Please properly dispose of cigarette butts.

3.10 SELLING AND SOLICITATION

To provide freedom from pressure, embarrassment, and work interruptions for employees and customers, the NWRC does not permit solicitation or distribution of literature by persons not employed by the NWRC in work areas or by NWRC employees during work hours. This prohibition includes charity solicitors, insurance salespersons, initiative or ballot petitions, union organizers, survey or questionnaire activity, or any other form of solicitation or distribution. Specifically, prohibited activities include, but are not limited to:

- The solicitation of any funds or money for whatever purpose and in any form unless the solicitation is agency sponsored and has the approval of the Executive Director, such as NWRC benefit plans.
- The passing of literature or other written material that does not have to do with NWRC business operations.
- The sale of articles, display of articles for sale, or taking of order for merchandise.

Employee solicitation for charitable and/or community-supportive events is permitted during non-working time, in non-working areas used only by agency employees. Employees should utilize non-obtrusive methods of solicitation such as notices on employee bulletin boards and placing items in the kitchen area/snack bar. Employees may not solicit for any purpose during their own or another employee's work time. Work time is defined as the time an employee spends performing their duties and does not include break periods or meal periods. The NWRC reserves the right to disallow specific employee solicitations it believes to be inappropriate.

3.11 LIFE THREATENING/COMMUNICABLE DISEASE

Life threatening illnesses or communicable diseases are treated like other diseases. Employees who have such conditions may continue working as long as they are able to maintain an acceptable level of performance and their condition does not pose a threat to themselves or those they come in contact with while performing their job. NWRC reserves the right to obtain necessary medical information and to take other appropriate actions to assess, as necessary, any risk of harm to the affected employees, agency clients, or the

public, to reassign employees or take other job actions, including termination, when a substantial and unusual safety risk exists.

3.12 POLITICAL ACTIVITIES

NWRC recognizes the rights of its employees, as private citizens, to express their political views, to pursue legitimate involvement in the political system, and to vote as they please, provided that all this occurs during the employee's non-working time. No NWRC employee shall expend public funds, or supplies, or work towards the campaign of any candidate or issue while on NWRC time unless the activity is permitted by law and approved by the Executive Director.

In order to be respectful of all political views, and to keep NWRC offices free from any appearance of partisanship, employees are expected to refrain from political discussions in shared offices and open shared work spaces.

3.13 THEFT

NWRC property may not be removed from agency premises except in the ordinary course of performing duties. Taking NWRC property without permission is considered theft. Any employee who is aware of another employee stealing is expected to immediately report such behavior to a supervisor. Violation of this policy is a serious offense and will result in the appropriate disciplinary action, up to and including termination.

In addition, when an employee leaves employment with the NWRC, the employee must return all NWRC-related information and property that the employee has in their possession. Violation of this policy may result in appropriate legal action.

3.14 PERSONAL APPEARANCE

At the NWRC, we pride ourselves on hiring unique, creative and motivated employees who work to earn the trust of our clients and make a difference in serving our community. We expect employees to make decisions that will foster a professional business atmosphere sensitive to the needs and perspectives of our clients.

- These are guidelines to assist employees in making personal appearance decisions.
- Consider the perceptions of our customers and the general public. We serve a broad range of cultures and generations whose view, through their eyes, will be shaped by how you represent NWRC.
- Dress according to the assignment and customers for the day (i.e., business casual for client visits, general public interaction, meetings, presentations, board meetings, etc.) and less casual is appropriate for

- labor intensive duties or visiting clients homes that may be environmentally challenging (pets, hoarding, etc.). Jail Health staff will wear scrubs and closed toe shoes.
- Employees must present a clean, well-groomed professional appearance at all times.
 - All clothing must be clean, free of holes, tears or other signs of wear. Clothing should be well-fitting.
 - Clothing should not contain logos (other than normal brand markings), phrases, advertisement, offensive or inappropriate designs or stamps.
 - Employees are expected to display sensitivity to the reaction of others regarding displaying tattoos and piercings when working with the public and clients.
 - Refrain from use of scented products.

These policies must not limit clothing or grooming styles based on religion or ethnicity. If there are questions as to what constitutes professional attire, employees should consult their supervisor or the Executive Director. Employees who are inappropriately dressed may receive corrective counseling regarding their attire and may be sent home to change their attire. Employees who are directed to leave work to adjust their attire will not be paid for such time away from work. Further violations of the policy will be addressed with progressive discipline.

3.15 CONFIDENTIALITY OF INFORMATION

All NWRC employees are required to keep client information in the strictest confidence and to not disclose that information except in the course of providing services to the client or in administering NWRC programs. Employees shall comply with all applicable confidentiality requirements of state and federal funders.

Client information includes information such as name, address, health or medical information, social security or other identifying numbers. Client information should not be shared with another employee of NWRC unless that employee has a need to know that information in the course of providing services to the client or in administering NWRC programs, which means employees must be respectful of client information and take reasonable measures to ensure that client information is not inadvertently shared, whether by loud conversation or leaving material unattended where it can be viewed by others.

Employees violating confidentiality may receive discipline, up to and including termination.

3.16 USE OF NWRC COMPUTERS, ELECTRONIC MESSAGING SYSTEMS, AND THE INTERNET

NWRC computers, software and content created are property of the NWRC. NWRC reserves the right to read, use and disclose information created and stored on computers. Additionally, such information may be subject to public disclosure. For these reasons, employees have no expectation of privacy in anything created, stored, sent or received on NWRC's computer system.

Securing Information

NWRC Employees are required to lock their computer anytime they step away. This can be done by holding down the window key (next to ALT on the left) and at the same time the L. The computer can be unlocked by holding Control, Alt, Delete simultaneously and then entering a password. Cable locks will be used to secure all NWRC laptops.

All NWRC employees who have access to client data must ensure that data entrusted in their care is protected according to DSHS, and HCA policies. All DSHS Client Data will be kept separate from non-DSHS client data. NWRC employees are required to store data they create or receive on a secure server, not their desktop. All Health Homes data is kept on a separate secure server.

System Use

NWRC provides employees with Electronic Messaging Systems (E-mail) and access to the Internet as part of an agreement with the Washington State Department Social and Health Services (DSHS) and Consolidated Technology Services (CTS), Washington State's technology provider for state agencies, and tribal and local governments.

Use of these services acknowledges understanding and compliance with the applicable policies and references in the NWRC's IT Policy "Use of Electronic Messaging Systems and the Internet".

1. Permitted Business Use

Employees may use provided electronic messaging systems and Internet access to conduct business that is related to official duties. Employees represent NWRC when using electronic messaging systems and accessing the Internet to conduct business. Employees must use these tools in accordance with **Section 3 (General Policies and Procedures)** of NWRC IT Policy document.

2. Permitted Personal Use

Personal use of department electronic messaging systems and the Internet must conform to [WAC 292-110-010](#), (Use of State Resources), which states that employees may make occasional and limited personal use of state resources, such as electronic messaging systems and the Internet, if the use conforms to ALL of the following ethical standards:

- a. There is little or no cost to the state.
- b. The use does not interfere with the performance of the employee's official duties.

- c. The use is brief in duration and frequency. Employees are expected to exercise good judgment in both duration and frequency.
- d. The use does not disrupt other state employees and does not obligate them to make personal use of state resources.
- e. The use does not compromise the security or integrity of state information, computer equipment or software.

3. Prohibited Use

Employees are prohibited from using state-provided electronic messaging systems and the Internet in any of the following ways:

- a. Personal use of state-provided electronic messaging systems or Internet access that does not meet the conditions found in above is prohibited.
- b. Employees may not use state resources for personal benefit or gain, or for the benefit or gain of other individuals or outside organizations.
- c. Employees must not use state-provided email, voice mail, copying, imaging, or Internet access to conduct activities that support outside employment.
- d. Employees must not use state-provided electronic messaging systems, faxing, scanning, or Internet access to create, access, post, send, or print any material in violation of these employment policies, including by way of example pornographic material, unless the material is necessary for the performance of the employee's job-related duties (e.g., when necessary for conducting an investigation). If such use is necessary for the performance of job-related duties, employees must receive written permission from their supervisor authorizing such use.
- e. Employees must not use state-provided Internet sites, faxing, scanning, or copying to create, transmit, or store electronic messages that contain or promote:
 - 1) Discrimination on the basis of age, race, color, gender, creed, marital status, national origin, use of a trained guide dog, or service animal by a person with a disability, religion, sexual orientation, disabled veteran, Vietnam Era Veteran status, recently separated veteran, or other protected status;
 - 2) Harassment or threats;
 - 3) Copyright infringement or violations of software licensing agreements;
 - 4) Personal religious beliefs;
 - 5) Political campaigns, initiatives, or personal political beliefs;
 - 6) Personal business interests, including commercial uses such as advertising or selling;
 - 7) Any activity that is prohibited by federal, state or local law, or NWRC policy.
- f. In addition, employees may not use state-provided Internet access, to:
 - 1) Order or sell items on the Internet, except as specifically approved by NWRC for business purposes.
 - 2) Participate in any online game, contest, promotion, sweepstakes.

- 3) Participate or post in non-work related Instant Messaging, Social Media, ListServ, Forums, or newsgroups.
 - 4) Gamble.
 - 5) Solicit money for religious or political causes, or for non-NWRC events.
 - 6) Create, post, transmit, connect to, or voluntarily receive offensive, libelous, threatening, or harassing material (except as related to official NWRC authorized activities).
 - 7) Spread malware, make another network unusable by intentionally disrupting connections to prevent access to a service or “flooding” a network to prevent legitimate network traffic.
 - 8) Gain unauthorized access to another computer.
 - 9) Transmit unencrypted sensitive or confidential information over the Internet except as directed for official use.
 - 10) Upload or email files or programs that can cause harm to the network.
- g. Employees must not use state provided electronic messaging systems to make requests for disclosure of public records for personal use or benefit.
 - h. Employees must not establish an Internet connection to or from a computer connected to the network that bypasses the Washington State Department of Information System (DIS) firewall unless it is required and approved for work related purposes.
 - i. Checking personal and/or outside non-NWRC email accounts using department computers, and/or the State Government Network is prohibited. Employees must not use email products on department computers other than those provided by NWRC.
 - j. Using instant messaging provided by external vendors is prohibited unless it is required and approved for work related purposes.
 - k. Employees should not attempt to access networks through hacking or visiting hacker websites.
 - l. Employees must not use streaming video/audio, Internet radio, net meeting or other audio/video training or live legislative broadcasts unless it is required and approved for work related purposes.

If an employee inadvertently accesses an inappropriate site while using the Internet, the employee should immediately close the page and notify their supervisor.

3.17 NWRC CELLULAR PHONES

The Northwest Regional Council may acquire and provide appropriate individuals cellular telephones for use in conducting Northwest Regional Council (NWRC) business.

The NWRC-owned cellular telephones and services shall be used for NWRC business and in the event of emergencies. The NWRC has the right to monitor the use of all NWRC-owned cellular telephones. Reasonable

precautions should be made to prevent equipment theft and vandalism. Additionally, employees will comply with all laws regarding the use of cell phones while operating a motor vehicle, including not sending, reading or writing a text message or making calls unless it is a hands-free device.

Employees misusing NWRC property, including cellular telephones, will be subject to discipline up to and including termination.

3.18 PERSONAL CELL PHONES

To show respect to co-workers, employees are asked to turn cell phones off or place them on silent or vibrate during work hours. Employees should utilize their breaks or lunch periods to check personal cell phone messages and return calls. In addition, please choose a private location for cell phone conversations to prevent disrupting co-workers. Employees needing to receive calls on their cell phone during work hours should notify their supervisor and seek approval.

Employees utilizing their personal cell phones for business purposes should be aware that this may make an employee's personal phone information subject to public disclosure. Additionally, employees should use care to comply with all HIPAA requirements when discussing client information on cell phones.

3.19 USE OF OTHER NWRC PROPERTY

Use of the NWRC telephone system for personal calls should be kept to a minimum and generally conducted during non-work time. Any other personal use of the telephone system, such as making long distance calls, using the toll-free line, is prohibited. Additionally, utilizing the NWRC telephone system to accept incoming long-distance personal calls (such as the toll-free line, accepting collect calls, or some other method) is also prohibited unless in emergency situations. All NWRC equipment, property, and systems should be used by employees for NWRC business only. The NWRC reserves the right to monitor the use of all NWRC systems and equipment.

Employees who improperly utilize NWRC equipment, property or systems may be liable for expenses incurred and will be subject to disciplinary procedures, up to and including termination.

3.20 BULLETIN BOARDS & OTHER COMMUNICATION

NWRC primarily utilizes the email system to communicate important work-related information to employees. It is each employee's responsibility to read this information to stay current on the necessary information to be effective in [her/his/their](#) position.

Information of special interest to all employees may be posted on designated employee bulletin boards. Employees should provide their initials and date to

any item posted. Postings of a political, controversial, or distasteful nature will not be posted. NWRC supervisory personnel will generally monitor the bulletin boards and will remove any inappropriate material. Items that are not initialed and dated may be removed.

3.21 CONTACT WITH NEWS MEDIA AND OTHER ORGANIZATIONS

The Executive Director shall be responsible for all official contacts with news media regarding NWRC business matters. The Executive Director may designate specific employees (such as NWRC's Public Disclosure Officer) to give out procedural, factual or historical information on particular subjects. Any employee receiving calls or requests from the media must refer such calls to the Executive Director or the designated media representative.

Employees who are contacted by local, state or federal agencies and asked to provide information on behalf of NWRC should consult with their supervisor prior to releasing such information. Additionally, employees contacted by attorneys, paralegals or other similar individuals/organizations should note the information being requested and inform the caller that they or another NWRC representative will get back to them. Such inquiries should be documented and reviewed with supervisory personnel prior to releasing NWRC information.

3.22 EMERGENCY SITUATION PROCEDURES

The NWRC has developed emergency situation procedures designed to assist staff in the assessment, containment, and management of a dangerous emergency situation. These procedures, posted in locations throughout the office, identify a system by which staff are alerted to a potentially dangerous emergency situation and building evacuation plans. All employees should familiarize themselves with the procedures and be prepared to implement the evacuation procedures if needed.

3.23 ELECTRONIC AND SOCIAL MEDIA

NWRC understands that personal social media can be a fun and rewarding way for employees to share their lives and opinions with co-workers, family, and friends around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist employees in making responsible decisions about the use of social media, NWRC has established these guidelines for appropriate use of electronic and social media.

Guidelines

In the rapidly expanding world of electronic communication, social media can mean many things. Social media includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal website, social

networking or affinity Web site, Web bulletin board or a chat room, whether or not associated or affiliated with NWRC, as well as any other forms of electronic communication. The same principles and guidelines found in these policies and three basic beliefs apply to employees' activities online. Ultimately, each employee is solely responsible for material posted online. Before creating online content, employees should consider some of the risks and rewards that are involved. Keep in mind that any conduct that adversely affects job performance, the performance of fellow employees or otherwise adversely affects employees or clients may result in disciplinary action up to and including termination.

Be Respectful

Always be fair and courteous. Keep in mind that employees are more likely to resolve work-related complaints by speaking directly with each other than by posting complaints to a social media outlet. Nevertheless, if an employee decides to post complaints or criticism, they should avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage employees or clients, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, gender, disability, religion or any other status protected by law or NWRC policy.

Be Honest and Accurate

Employees should be honest and accurate when posting information or news, and any mistakes should be corrected quickly. Be open about any previous posts that have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that are known to be false about NWRC, its employees or clients.

Post Only Appropriate and Respectful Content

Maintain client confidential information. Client names and information are confidential and will not be disclosed. Employees should express only their personal opinions. Employees must never represent themselves as a spokesperson for NWRC. If NWRC is a subject of the content, the employee must be clear and open about the fact that they are an employee and make it clear that their views do not represent those of NWRC, fellow employees or clients and that the employee is not representing NWRC. It is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of NWRC."

Using Social Media at Work

Refrain from using social media while on work time or on equipment NWRC provides.

Violation

Employees should report any violation of this policy and will not be retaliated against for doing so.

If you have any questions or concerns regarding the use of electronic media, please consult your supervisor.

3.24 BREASTFEEDING/LACTATION

As part of our family-friendly policies and benefits, NWRC supports breastfeeding mothers by accommodating the mother who wishes to express breast milk during her workday when separated from her newborn child. The provisions of this policy meet the requirements of the Fair Labor Standards Act as it relates to breaks for nursing mothers.

For up to one year after the child's birth, any employee who is breastfeeding her child will be provided reasonable break times to express breast milk for her child. Employees shall use designated leaves for this purpose, which may be extended to 20 minutes total and any time in excess of this will be unpaid. The employee must make up this time during the work day or indicate the time on her time record. NWRC has designated a private room located at each facility for this purpose. For the designated location at your work location, please contact the Human Resources representative.

Breast milk may be stored in the lunchroom refrigerator and must be labeled with the name of the employee and date. Any non-conforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage, refrigeration and tampering.

3.25 VISITORS AT WORK

NWRC values creating workspaces that are safe, maintain client/patient confidentiality, and promote effective work. Below are some parameters for visitors at various business locations.

General Offices

NWRC discourages personal visitors during work time. Visiting among employees or by appropriate guests should be done during meal and break periods in the public lobby, designated lunch/break areas, or in private employee office spaces.

Clients, IPs and Business Partners

1. These individuals must check in with the receptionist and wait in the general lobby area until a NWRC employee comes and gets them.

2. All guests should be escorted to and from their destination within the office area.
3. Employees should not leave individuals unattended within NWRC offices and should take measures to ensure appropriate confidentiality of materials is maintained.

Personal Visitors

1. Personal visits should be limited in scope and duration to non-work time (before/after work and break or lunch periods).
2. Personal guests must check in with the receptionist and wait in the general lobby area until an employee comes and gets them.
3. All guests should be escorted to and from their destination within the office area.
4. Sensitivity should be shown to other employees working (especially in shared office spaces) to prevent disrupting coworkers.

Jail Health Location

The Jail Site is located within a locked, secure facility which requires prior clearance to enter beyond the lobby. Clearance may be obtained by the Shift Sergeant, or the Lieutenant after alerting the Nursing Supervisor of the visit. There are times of the day when visitors cannot enter, such as during inmate counts or if there is a security issue occurring. This will limit any movement in or out of the jail. No cans, bottles or weapons may be brought into the jail.

Pets

NWRC recognizes the important role of pets in the lives of some employees, and the benefit pets can bring to the workplace. Employees may bring their pet to an NWRC office, as long as the following is adhered to:

1. Employees/Pet Owners must discuss with their supervisor for approval to bring the pet to work.
2. Pets must be on a leash or behind a closed office door with the employee/pet owner at all times.
3. Pets are not permitted to enter lunchroom spaces, or other areas where employees may be preparing or consuming food (e.g. conference room during a potluck).
4. Pets must be adequately trained, up to date on vaccinations as recommended for their breed and age, and otherwise in good health.
5. The employee/pet owner is responsible for their pet at all times, and must supervise them. Specifically, the employee/pet owner should make sure their animal doesn't:
 - i. Damage agency or employee property
 - ii. Endanger themselves or others
 - iii. Create distraction (e.g. consistent barking, jumping up on doors or people,
6. The employee/pet owner is responsible for cleaning up after their pet, both within the office space and outdoors.

It is within the sole discretion of the Executive Director to determine if a pet is no longer allowed to come to the workplace, or if an employee/pet owner may not bring their pet to work.

In the event an employee (not the pet owner) has concerns about a pet that is coming to the workplace, the employee is to discuss with their supervisor, or may reach out to Human Resources.

3.26 MILESTONE ANNIVERSARY GIFTS

NWRC wishes to acknowledge individuals that have dedicated many years of service to the agency by presenting them with a gift from the agency upon reaching a milestone year of service as identified below.

<u>Years of Service</u>	<u>Monetary Limit for Gift</u>
<u>10</u>	<u>\$100</u>
<u>15</u>	<u>\$100</u>
<u>20</u>	<u>\$150</u>
<u>25</u>	<u>\$150</u>
<u>30</u>	<u>\$160</u>
<u>Years above 30 in 5-year increments (35, 40, etc.)</u>	<u>\$160</u>

Milestone anniversary dates are based upon an employee's initial date of hire. Human resources will notify supervisors of upcoming milestone anniversaries, and the supervisor will coordinate and select an appropriate gift within the monetary limit outlined above. The gift can be single or multiple items, as long as the monetary limit is adhered to, and the receipt(s) are made available to the fiscal department as appropriate for the way in which the item(s) are paid for. Supervisors are encouraged to coordinate a card signing, acknowledgement ceremony, or similar act to celebrate the milestone. Should the supervisor not be available to coordinate for any reason, the unit director will be responsible for coordination of the gift.

In addition to the agency gift, each year at the All Staff Meeting, the employees who reached milestone anniversaries will be recognized.

SECTION 4: WORK SCHEDULES AND COMPENSATION

4.01 ATTENDANCE

Regular, dependable and punctual attendance is an essential element of employment at the NWRC. Employees are expected, as a condition of employment, to be at work during their scheduled work days and times. Absenteeism places a burden on other employees and can adversely affect our ability to serve our clients.

All employees using sick leave, or being absent for other reasons, will notify their supervisor as soon as possible, but no later than ~~within one hour of~~ the start of ~~their~~ work day that they are unable to report for duty and the reasons therefore, except in cases of extreme emergency. If an employee is calling in prior to regular office hours, they may leave a message in the receptionist voicemail. The message should include the employee's name, general reason for the absence, and the names of appropriate individuals to be notified of the absence. When an employee calls in, it will be assumed the employee is at home, otherwise the employee should leave a phone number where they can be reached if necessary. Employees who will be absent longer than one day are required to call back later in the day to talk directly with their supervisor. If, at any time, the employee is incapacitated to the point they are unable to call in personally, they are responsible to have someone call in for them. If an employee has not indicated the duration of their absence, a daily call in is required.

Any planned absences such as paid or unpaid days off, medical appointments, etc. should be arranged in advance with the employee's supervisor. An employee may be required to furnish written medical proof of sickness or disability for absences in excess of three days. Additionally, the NWRC may require an employee to furnish a doctor's release to return to work following an injury or absences for an extended length of time.

An employee who is absent without prior notification or fails to provide proper documentation of illness when required will be subject to disciplinary action, up to and including termination of employment. Any employee who is absent three consecutive days, without giving proper notification, will be considered to have voluntarily terminated employment.

Employees are expected to observe the established work day's schedule as outlined in the policy and set by their supervisor. NWRC provides employees with sufficient paid time off in the form of vacation, sick leave, holidays and compensatory time. It is the employee's responsibility to monitor and manage their own paid time off to ensure there is sufficient paid time to cover each pay period. Employees who are regularly absent and use all their paid time off, requiring Leave without Pay, may be considered to be excessively absent and

subject to progressive discipline, up to and including termination (with the exception of employees who are out on approved leaves of absences such as FMLA or employees who are in their trial service period and may not have access to accrued leave). Repeated tardiness, patterned or unauthorized absences may be cause for disciplinary action or dismissal.

4.02 HOURS OF WORK

NWRC Offices normal daily work schedule is from 8:00 a.m. to 5:00 p.m., Monday through Friday, with one unpaid hour for lunch. Alternate work schedules may be established by the supervisor according to the 4.12 Alternative Work Schedules policy. Part-time and temporary employees will work hours specified by their supervisor.

Employees are expected to engage in NWRC matters outside of the regular 8-hour day as part of their professional responsibility. In other words, employees may be required to attend an evening meeting, weekend conference, work overtime etc. as needed.

For the purposes of calculating overtime and/or compensatory time, the NWRC work week shall be considered as 12:00 a.m. Sunday through Midnight Saturday.

4.03 BREAKS AND MEAL PERIODS

One rest period of fifteen (15) minutes is allowed for each four-hour work shift, to be scheduled with the approval of the supervisor, in compliance with State law. Employees working shifts greater than five hours will receive an unpaid lunch break, at least 30 minutes, but usually one-hour in length. The lunch hour schedule shall be determined by the Supervisor, in compliance with state law.

4.04 PAYDAY

Payday is on the 10th and 25th of each month, or the weekday before if payday falls on a weekend or bank holiday.

4.05 PAYROLL RECORDS

Employees will complete a Daily Service Record at the conclusion of each day, which must be submitted to their supervisor no later than the day following the end of their pay period, unless otherwise specified. Employees are encouraged to submit their time records to their supervisor the day following the end of the pay period. On this record, employees will certify the hours worked in the program areas of the NWRC, as well as all hours of paid or unpaid leave used during the pay period.

Each employee is responsible for accurate reporting of time worked and leave taken. Inaccurate reporting of such information is considered falsification of payroll records and will lead to discipline, up to and including termination.

If you believe an error has been made in your paycheck, you are required to report the error to your supervisor as soon as possible.

4.06 PAYROLL DEDUCTIONS

The NWRC will withhold from the employee's paycheck required deductions and any voluntary deductions authorized by the employee.

4.07 OVERTIME

The basic work week for employees shall be forty (40) hours. For non-exempt employees, time worked in excess of forty (40) hours per week will be compensated as outlined below.

Overtime service over forty (40) hours per week will not be expected as a matter of course, but may be required when it is impractical to maintain an additional temporary force adequate to handle peak loads during regular hours.

Overtime work shall be authorized, in advance, by the supervisor or Executive Director. Overtime will not be granted in units smaller than fifteen (15) minutes.

4.08 COMPENSATORY TIME (NON-EXEMPT EMPLOYEES)

Accrual of overtime or compensatory time off must be approved in advance by the employee's supervisor or Executive Director. With supervisory approval the non-exempt employee may elect compensatory time off in lieu of overtime pay. Compensatory time is calculated in the same manner as overtime pay, at one and one-half times the hours worked. Employees may take time off work, using accrued compensatory time, by prior arrangement with their supervisor. When taking time off, employees will utilize compensatory time prior to accessing vacation. All non-exempt compensatory time will be cashed out at the end of the calendar year. [If an employee wishes to cash out compensatory time throughout the year, they must email or otherwise submit written notice to the payroll representative. Requests for compensatory time cash out will be processed as soon as reasonably practicable depending on the time the request was received by payroll and the upcoming pay cycle.](#)

4.09 OVERTIME (NON-EXEMPT EMPLOYEES)

Employees in positions defined as non-exempt under the federal Fair Labor Standards Act are entitled to overtime payment for hours they are required to work in excess of 40 hours in one week. Overtime is one and one-half times an employee's regular hourly rate of pay. For purposes of computing overtime,

holidays, vacation and sick leave shall not be considered time worked. Employees working different responsibilities (and subsequent different rates of pay) in a week which overtime is earned, will be paid overtime at the higher rate of pay.

No overtime may be worked without prior authorization from an employee's supervisor. Most non-exempt duties and responsibilities are performed in the office rather than at home. Before performing work duties at home, a non-exempt employee must receive approval from their supervisor.

Each employee is responsible for the accurate reporting of time worked and leave taken. Inaccurate reporting of worked time will be considered falsification of timekeeping records and may lead to discipline, up to and including termination.

4.10 EXEMPT EMPLOYEES

Exempt employees are exempt from the overtime pay provisions of the federal Fair Labor Standards Act. Such employees will be paid on a salary basis and will not have their pay reduced for variations in the quantity or quality of work performed. Employees who feel their pay has been improperly reduced should report this immediately following the procedures specified below.

The Executive Director or designee may authorize [flex-compensatory time hours](#) to exempt employees for extra time worked, on a case-by-case basis, but under no circumstances shall pay be adjusted based on additional hours worked. [Flex Compensatory](#) hours are banked on an hour for hour basis for hours worked beyond 40 hours in a workweek and may be taken with supervisory approval. The maximum number of [flex-compensatory](#) hours will not exceed 160 hours. Such [flex-compensatory](#) hours have no cash value and will not be paid out when employment ends.

Exempt employees who receive prior approval to work on a designated holiday will receive hour for hour [flex-compensatory](#) hours. Additionally, with supervisor approval, an exempt employee will receive [flex-compensatory](#) hours for those hours worked over 32 hours in a holiday workweek. For example, if the holiday falls on a Monday and the exempt employee works 9 hours each of the remaining four days in the workweek, they would receive 4 [flex-compensatory](#) hours.

~~Most exempt duties and responsibilities are performed in the office rather than at home. Before performing work duties at home, an exempt employee must receive approval from their supervisor.~~

Each employee is responsible for the accurate reporting of their worked time. Inaccurate reporting of worked time will be considered falsification of timekeeping records and may lead to discipline, up to and including termination.

4.11 EMERGENCY CLOSURES

Occasionally adverse weather or other emergencies might interfere with normal arrival and departure times from the office. Every reasonable effort will be made to open the NWRC office. If the office is closed early or opened late, employees will receive regular pay for that day(s) unless they were otherwise absent that day.

From time to time, various situations may necessitate the closure of one or more of the NWRC offices. NWRC may choose to continue providing limited service with a designated “skeletal” crew to provide essential services. In such cases, the designated crew will be identified in advance by NWRC management and any non-exempt personnel so designated will receive time and one half for hours worked. All other employees will receive regular pay for the day, whether they remain at home or voluntarily choose to come to (or remain at) work.

If the office is open during adverse conditions any employee not reporting to work must notify their supervisor and may elect to take vacation leave or available compensatory time. If neither vacation leave nor compensatory time is available, the employee may apply any leave that accrues within the next ninety (90) days against the leave taken. Employees shall not be paid for time missed if the vacation leave/compensatory time provisions are not utilized. In some circumstances, the employee may be allowed to work from home with prior approval from their supervisor if the employee is unable to get to work due to adverse conditions. Employees shall consult with their supervisor regarding specific applications of this policy.

4.12 ALTERNATIVE WORK SCHEDULES

The Northwest Regional Council recognizes the desire for some employees to work alternative schedules. This policy outlines the parameters in which employees may request alternative work schedules. In considering alternative work schedule requests, the first priority will be to ensure quality service to our clients and the appropriate level of staffing coverage. In some cases, an alternative work schedule may not be possible because the employee’s responsibilities require regular presence in the office or jail health clinic during standard operating hours. In other cases, an alternative work schedule may work more effectively for the employee, NWRC, or both. Supervisors may initiate alternative work schedules based on NWRC workload needs. Other than supervisory-initiated situations, or requests for lunch period adjustments, employees must complete their trial service period before requesting an alternative work schedule.

Schedule Options

Flexible Hours

An employee's start and end time are adjusted, upon approval, to extend beyond the standard office or clinic shift. Typically, this adjusted schedule would require the employee's shift to span over the "core" work hours of 10 a.m. and 2 p.m.

Compressed Workweek

An employee, upon approval, works longer hours in each day and reduces the number of days worked in the week (i.e., ten hour days, four days a week). The supervisor may consider some variation other than the 10-hour/4 day workweek schedule based on employee and organizational needs.

Reduced Workweek

On a case-by-case basis, it may be desirable for the employee and organization to reduce the hours worked in a workweek on a temporary basis. An employee on a reduced workweek schedule will receive reduced benefits based upon the number of hours worked (see benefits section).

Submitting Requests

All requests for alternative work schedules, full-time or part-time, must be submitted on an "Alternative Work Schedule Request" form. Such requests will be considered by the department supervisor and Executive Director. While the NWRC may not be able to accommodate all requests for alternative work schedules, each request will be carefully considered based upon the following:

- NWRC operational needs and goals
- The affected department's ability to accommodate the requested schedule
- The employee's past performance, productivity, and seniority
- The order of the request (first request gets first consideration)

Schedule Adjustments

Employees who are approved to work an alternative work schedule are expected to remain flexible and adjust their schedule as needed to attend mandatory meetings or scheduled training sessions. Such schedule adjustments may also be necessary to cover for vacation or extended absences.

Review and Modification or Revoking

The NWRC reserves the right to periodically review alternative work schedule changes. This review will examine whether the schedule change allows the employee to meet all job requirements and whether the NWRC is best served by the adjusted schedule. Additionally, the NWRC reserves the right to suspend, modify or revoke any previously approved schedule adjustment as necessary or advisable for NWRC operational needs. In such cases, the employee will return to the standard clinic/office work hours.

4.13 TELECOMMUTING

Objective

Telecommuting ~~work~~ arrangements allow employees to work at a remote office, or in a satellite location for part of their workweek. NWRC considers telecommuting to be a viable, flexible work option when both the employee and the position are suited to such an arrangement. [Generally, telecommuting arrangements at NWRC allow up to three days a week to be worked remotely, subject to eligibility outlined below, which includes one day of in person overlap between the supervisor and employee work schedule.](#) Telecommuting may be appropriate for some employees and positions but not for others, [and telecommuting schedules may not be the same for all as further outlined in the eligibility section below.](#) Telecommuting is not an entitlement, it is not a companywide benefit, and it in no way changes the terms and conditions of employment with NWRC.

Procedures

Telecommuting can be informal, such as working from home for a short-term project or on the road during business travel, or a formal, set schedule of working away from the office as described below. Either an employee or a supervisor can suggest telecommuting as a possible work arrangement.

[Employees that partake in telecommuting arrangements are required to maintain their working hours as evidenced by their Alternative Work Schedule on file with human resources, including maintaining appropriate paid breaks and lunch breaks. Employees that waive their lunch breaks, regardless of working location, are required to have an Alternative Work Schedule on file with human resources prior to engaging in such.](#)

Any telecommuting arrangement made will be on a trial basis for the first three months and may be discontinued at will and at any time at the request of either the telecommuter or the organization. Every effort will be made to provide 14 days' notice of such change to accommodate any issues that may arise from the termination of a telecommuting arrangement (i.e. commuting, childcare, etc.). There may be instances, however, when no notice is possible.

Eligibility

Individuals requesting formal telecommuting arrangements must be employed with NWRC for a minimum of 6 continuous months and pass their Trial Service Period performance evaluation. The Executive Director may authorize an employee to telework prior to these conditions being met.

Before entering into any telecommuting agreement, the employee and supervisor, with the assistance of the human resource department, will evaluate the suitability of such an arrangement, reviewing the following areas:

- **Employee suitability:** The employee and supervisor will assess the needs and work habits of the employee, including their level of training for their job responsibilities.
- **Job responsibilities:** The employee and supervisor will discuss the job responsibilities and duties to determine if the job is appropriate for a telecommuting arrangement. Telecommuting may be appropriate for some employees and positions but not for others.
- **Workstation requirements:** The employee and supervisor will review the physical and technological workspace needs and the appropriate location for the telework. The employee is responsible to furnish a remote workstation suitable to their job responsibilities, including the management of confidential and private information. NWRC will provide technology to perform job responsibilities.
- **Out of State:** NWRC does not offer out of state teleworking arrangements, unless for the sole purpose of a business-related matter (e.g., conference, seminar, training, etc.) or as otherwise approved by the Supervisor and/or Executive Director. [Considerations may include, but are not limited to, workload demand, team coverage, job responsibilities, and any circumstances of the individual instance which are relevant.](#)
- **Flexibility:** This policy is meant to ensure higher, appropriate levels of flexibility in a telecommuting environment. However, telecommuting is not designed to be a replacement for appropriate ~~child care~~[childcare](#), elder care, or similar personal responsibilities. Although an individual employee's schedule may be modified to accommodate ~~child care~~[childcare](#), elder care, or similar personal responsibilities, the focus of the telecommuting arrangement must remain on job performance and meeting business and client needs.

Equipment

On a case-by-case basis, NWRC will determine, with information supplied by the employee and the supervisor, the appropriate equipment needs for each telecommuting arrangement. The employee will establish an appropriate work environment for work purposes. NWRC will not be responsible for costs associated with the setup of the employee's telework office, such as remodeling, furniture or lighting, nor for repairs or modifications to the telework office space. Technology equipment supplied by the organization will be maintained by the organization. If employee elects to supply their personally owned technology equipment, employee understands they are to maintain at their own expense. Employee may request Supervisor approval for NWRC to provide supplies for employee-owned equipment (e.g. NWRC may supply and/or reimburse paper and ink for an employee owned printer being used for NWRC business). NWRC accepts no responsibility for damage or repairs to employee-owned equipment. NWRC reserves the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by the organization is to be used for business purposes only. Upon termination of employment [or revocation of the telework agreement](#), all NWRC property will be returned to NWRC. NWRC

will supply the employee with appropriate office supplies (pens, paper, etc.) as deemed necessary.

Security

Consistent with the organization's expectations of information security for employees working at the office, telecommuting employees will be expected to ensure the protection of proprietary company and client information accessible from their home office. Steps include the use of locked file cabinets and desks, regular password maintenance, privacy when discussing client care and when talking to clients, and any other measures appropriate for the job and the environment. [Employees are expected to comply with HIPAA regulations per 45 CFR Parts 160, 162, and 164 and per RCW 70.02 and follow public records practices per RCW 42.56 Public Records Act regardless of the working location.](#)

Safety

Employees are required to maintain their remote workspace in a safe manner, free from safety hazards. Injuries sustained by the employee in a telework office location and in conjunction with their regular work duties are responsible for notifying the employer of such injuries as soon as practicable. NWRC is not liable for any injuries sustained by the employee arising out of something be done entirely for themselves, nor for visitors to their remote workspace.

Ad Hoc Arrangements

Temporary telecommuting arrangements may be approved for circumstances such as inclement weather, special projects, or business travel. These arrangements are approved on an as-needed basis only, with no expectation of ongoing continuance.

Other informal, short-term arrangements may be made for employees on family or medical leave to the extent practical for the employee and NWRC and with the consent of the employee's health care provider, if appropriate.

All informal telecommuting arrangements are made on a case-by-case basis and require Executive Director approval.

4.14 SALARY CLASSIFICATIONS AND GRADES

With some exceptions, each position within the NWRC is classified into one of the NWRC's classifications for salary purposes, based on various criteria such as required knowledge/skills; scope and effect of decisions; strategic relationships/authority; scope of responsibility and supervision exercised; and working conditions/hazards. Each classification is designated a particular salary range based on a rating system [commensurate to these criteria](#).

Each position is normally assigned a salary range with the stated minimum and maximum salary. Salary ranges and pay rates are set forth in the annual budget, which is subject to approval of the NWRC. Any changes in salary ranges or rates of pay during a budget year other than annual steps approved by the

Executive Director must be approved by the NWRC. Each salary range shall consist of ten steps.

The salary range or rate of pay of a position shall be based on pay for comparable positions with private and public agencies in the North Puget Sound area. Salary rates will be reviewed on a periodic basis to assure appropriateness and comparability.

Salary Classifications for Behavioral Health Clinicians

Behavioral Health Clinicians, whose position requires professional licensing as required by WA State Department of Health per WAC 246-809-990 and the NWRC Job Description, are placed in the salary classification which aligns with their level of licensure (Independent, Masters Level Substance Use Disorder Professional, Associate or Affiliate).

Behavioral Health Clinicians are required to provide proof of licensure status from WA State Department of Health. Proof of licensure documentation provided to NWRC must be from WA State Department of Health and include the employee's name, effective dates of licensure, and evidence of the licensure in good standing. Newly hired Behavioral Health Clinicians will be required to provide proof of licensure on or before their first day of employment. Human resources may periodically request proof of licensure from an employee to maintain current records.

In the event a Behavioral Health Clinician obtains a level of licensure that would qualify them for a change in salary classification, the employee must submit in writing to Human Resources requesting an evaluation of their salary classification, including proof of licensure as outlined above. Once documentation is verified by human resources, the employee will be notified, and a pay adjustment will be made to the appropriate salary classification, effective the first of the month following verification. Clinicians remain on the same step placement when their wage is adjusted to the new salary classification.

Behavioral Health Clinician's whose licensure changes to a level which no longer qualifies the employee for the salary classification which they are currently assigned, or if the licensure becomes invalid, they must report the change to Human Resources within 5 business days. A human resources representative will review the status change and make a recommendation to the Executive Director for salary adjustment as appropriate for the change. Clinicians remain on the same step placement when their wage is adjusted to the downward salary classification.

Employees who hold licensures outlined in WAC 246-809-990, and/or are Masters level Substance Use Disorder Professionals, but are not appointed to the position of Behavioral Health Clinician, are placed into the salary classification for which their position is assigned.

4.15 PAY ADJUSTMENTS

Salary adjustments for individual employees that relate to significant changes in responsibility and authority must be authorized and approved in advance by the Executive Director and the NWRC. Any salary increase that exceeds established ranges and rates must be approved by the NWRC. Such changes would typically be handled through a reclassification process.

4.16 RECLASSIFICATIONS

The goal of NWRC is to assure that employees are working within the scope of their assigned job descriptions. Changes to an employee's job responsibilities, and subsequent changes to the job description, are the assigned supervisor's responsibility. Before significant changes to the scope of an employee's job are made, supervisors are to consult with and receive approval from the Executive Director.

An employee who feels that their tasks and responsibilities do not match the assigned job description, should talk with their supervisor. In such circumstances, the NWRC may choose to update the employee's job description or reassign tasks.

Changes to an employee's position that have a significant impact on the scope of the job may be cause for the position to be reevaluated and reclassified. Reclassifications include upward reclassification, downward reclassification, lateral position change within job classification, and interim assignments.

Reclassifications may be considered when a significant change occurs in the responsibility and authority of the position involved. Pay adjustments, if applicable, will be made on the effective date and anniversary dates will remain unchanged.

Upward Reclassification

Upward reclassifications, often prompted by market conditions or job modifications, are considered on an individual basis by the Executive Director in consultation with the supervisor to determine the appropriate change in pay.

[Upward reclassifications for reasons of job modifications or job expansion may result in the assignment of a new anniversary date and trial service period, if in the sole discretion of the Executive Director, the job modifications were significant enough to warrant such.](#)

Lateral Position Change

When an employee's job title changes but the primary position scope remains

unchanged, this will not be considered a reclassification. Lateral position changes (position and job title change, but no change in job grade; change in location, but no change in job title or job grade) will not warrant pay changes.

Downward Reclassification

Downward reclassifications are considered on an individual basis by the Executive Director in consultation with the supervisor to determine the appropriate change in pay.

Interim Assignment

From time to time, employees may be asked to cover all or part of the duties of a higher-level position, during periods of extended absence, vacancy, or for special assignments. In these cases, interim assignment pay may be awarded. Interim assignment pay will be determined by the Executive Director and reported at the next regular meeting of the NWRC.

Pay Differential

NWRC provides additional hourly pay for the following supervisory-assigned responsibilities:

Charge Duty RN: \$1.00 per hour for supervisory assignment of “Charge Duty RN”. Such assignment must be documented on an employee’s timesheet.

On Call Supervisor: \$2.00 per hour for supervisory assignment of “On Call Supervisor”. Such assignment must be documented on an employee’s timesheet.

Overtime worked in the week that the above assignments occur will be paid at the higher rate of pay.

4.17 STARTING PAY RATES

New employees will usually start their employment at the first step for their salary classification. However, a new employee may be employed at a higher step when the employee’s experience, training or proven capability warrant, or when prevailing market conditions require a starting rate greater than minimum. When determining the placement of new employees into the salary classification, NWRC will consider internal equity.

4.18 PAY RATE INCREASES

Promotions

A promotion occurs when a NWRC employee is hired into a new position that is classified at a higher grade.

When determining the step placement of the new range for promotion consideration should be given to the incumbent's current salary and eligibility for upcoming step adjustments and/or cost of living adjustments, as applicable. An employee who is promoted will receive no less than a 3% increase.

Any employee who is promoted will be assigned a new anniversary date to coincide with the first day of the month following classification. While the employee will utilize their date of hire for the accrual of paid time off and longevity pay, future performance reviews and step increases will be based on the employee's adjusted anniversary date.

Merit Step Increases

A merit step within the salary range schedule is considered at the anniversary date of employment for all employees based on performance following an evaluation of successful performance and recommendation by the supervisor with approval by the Executive Director. Step increases, if approved by the Executive Director, will commence on the employee's official anniversary date. If an employee's overall performance is below the rating category of "Meets Expectations," the supervisor, in consultation with the Executive Director, may withhold the step increase or may defer the step increase until the employee's job performance is at a level of "Meets Expectations" or above.

Cost of Living Adjustments (COLA)

The Executive Director may propose, and the NWRC Governing Board may grant, a pay adjustment (cost of living increase) increasing the salary ranges (and individual salaries) by a specified amount. Cost-of-living adjustments may be provided for all employees consistent with the U.S. Department of Labor's Cost of Living Index for Seattle area; U.S. cities average, all urban consumers; and the average C.O.L. adjustments provided to employees of all member counties in the Northwest Regional Council.

Longevity Pay

In order to encourage employees to continue in long-term employment with the NWRC, longevity compensation will be added after ten years of continuous employment as a regular employee and thereafter, as follows:

Years of Services	Percentage Increase
Over 10 years	1.2% of base salary
Over 15 years	3.6% of base salary
Over 20 years	4.8.% of base salary

Over 25 years	6.0 % of base salary
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Base salary for a pay period for non-exempt employees is the hourly rate for the step you are at on the NWRC salary schedule, multiplied by your FTE, multiplied by 2080 (hours per work-year) divided by 24 (pay periods per year.) Base salary for exempt employees is the annual salary divided by 24 (pay periods per year.)

Longevity pay does not change the salary range nor step schedules, and it is not used in any way as a base for calculating COLA's or other changes to the salary range.

4.19 COMPENSATION FOR TRAVEL TIME

These guidelines are intended to assist employees in determining what portion of their travel time is compensable. For further information or for guidance on specific situations, please contact the Human Resources representative.

1. The following types of travel time are considered work time for which an employee will be compensated:
 - a. Travel time between NWRC sites, when occurring as part of the workday.
 - b. All travel time during work assignments (such as home visits, site visits, etc.,) whether within or outside the normal workday.
 - c. Time spent by employees to attend training programs, meetings, or conferences required by NWRC, whether or not such time is outside the employee's normal workday.
 - d. Meal times during travel are excluded, unless meal times are a business meeting or work is conducted during the meal.
2. The ordinary travel/commute between home and work is **not** considered work time for which an employee will be compensated.

4.20 COMPENSATION FOR REQUIRED TRAININGS, MEETINGS AND CONFERENCES

Employees attending training programs, meetings or conferences required by NWRC during their regular work hours will receive their normal pay for attendance at such programs.

Employees are eligible to receive compensation for attendance at trainings, meetings, or conferences under the following circumstances:

- The employee was required to attend a training, meeting or conference,
- The employee was required to perform productive work,
- The training takes place during regular working hours; or

- The training, meeting, or conference was directly related to the employee's current position.

Meal times during trainings, meetings, and conferences are excluded, **unless** meal times are a business meeting **or** work is conducted during the meal.

SECTION 5: EMPLOYEE BENEFITS

5.01 BENEFITS DISCLAIMER

The NWRC strives to provide competitive and cost effective benefits for employees as part of the employee's total compensation package. The total cost to provide the benefits programs described herein is a significant supplement to each employee's pay, and should therefore be viewed as additional compensation paid in various benefit forms (including paid time off) on behalf of each employee.

This portion of the manual contains a very general description of the benefits which you may receive as an employee of the NWRC. As a summary, this general explanation does not provide all the details of these benefits. Specific and detailed information is contained in the pertinent plan documents, which can be obtained from Human Resources upon request.

Benefit plans change from time to time, and changes are reflected in the terms of the plans themselves. In addition, NWRC reserves the right and discretion to amend, modify or terminate, in whole or in part, any or all of the provision of the benefits described in this manual. Further, the agency reserves the exclusive right, power and authority to administer, apply and interpret the plans described herein.

5.02 BENEFITS ELIGIBILITY & TERMS

Regular Employee: A regular employee is a person appointed to a salaried or hourly position on the basis of more than 79.75 hours per month based on scheduling needs. The benefits in Section 5 and 6, unless otherwise described herein, apply only to regular employees.

Part-time Employee: A part-time employee is a person appointed to a salaried or hourly position on the basis of 79.75 hours per month or less based on scheduling needs. The benefits in Section 5 and 6 do not apply except the following, social security, unemployment compensation, worker's compensation, employee assistance program, sick leave, and retirement for those eligible.

A part-time employee who is given a short-term assignment (anticipated to last 60 days or more) that increases their hours beyond those described above, will accrue sick leave and vacation on a pro-rated basis. Due to the limited duration of the assignment, such employee will not receive health insurance benefits.

On-Call Employee: An on-call employee is a person appointed to an hourly position in which the hours of work fluctuate according to staffing needs. Generally, this position ~~works less than 70's hours may range from 0 to a maximum of 79.75~~ hours per month. The benefits in Section 5 and 6 do not apply except the following; social security, unemployment compensation,

worker's compensation, employee assistance program, and sick leave.

Temporary Employee: A temporary employee is one who is employed on a temporary basis. Unless otherwise indicated in the letter of appointment, the benefits herein do not apply, except the employee assistance program, worker's compensation and unemployment compensation.

NWRC Domestic Partner: Those individuals who meet all the criteria of the NWRC's "Domestic Partner" affidavit and who have formally filed the affidavit with Human Resources. Under this definition, NWRC employees may use sick leave to care for their domestic partner and may access bereavement leave as outlined in the policy.

State-Registered Domestic Partner: Those individuals who meet the criteria of State-Registered Domestic Partner program and who have formally registered on the Washington's Secretary of State's web-site (www.sos.wa.gov). Under this definition and process, employees will be granted various leaves and benefits to care for their domestic partner in compliance with Washington state law as outlined in the manual.

5.03 MEDICAL AND DENTAL BENEFITS

Regular employees, as defined above, and their eligible dependents, generally may participate in the NWRC's medical and dental plans generally on the first of the month if their hire date is the first working day of the month. If the employee begins work after the first working day of the month, participation begins the first day of the following month. Employees maintain ongoing eligibility by receiving 8 hours or more of compensation each month. The NWRC contributes toward the cost of premiums in the amounts authorized by the NWRC Governing Board. The remainder of the premium, if any, shall be paid by the employee through a payroll deduction. Regular employees working less than an average of 130 hours per month (excluding the first and last month of employment) will pay a greater benefit premium based upon their hours worked.

5.04 VISION BENEFITS

Regular employees, as defined above, and their eligible dependents may participate in the NWRC's medical and dental plans generally on the first of the month if their hire date is the first working day of the month. If the employee begins work after the first working day of the month, participation begins the first day of the following month. Employees maintain ongoing eligibility by receiving 8 hours or more of compensation each month. The NWRC contributes toward the cost of premiums in the amounts authorized by the NWRC Governing Board. The remainder of the premium, if any, shall be paid by the employee through a payroll deduction. Regular employees working less than an average of 130

hours per month will pay a greater benefit premium based upon their hours worked.

5.05 LIFE INSURANCE

Regular employees, as defined above, are eligible to receive life insurance coverage paid for by the NWRC. Participation in the life insurance plan begins generally on the first of the month if the employee's hire date is the first working day of the month. If the employee begins work after the first working day of the month, participation begins the first day of the following month. The NWRC provides a set amount of employee coverage. Employees may purchase additional life and accident insurance for themselves and their dependents directly through the life insurance provider. Regular employees working less than 30 hours per week will pay a greater benefit premium based upon their hours worked.

5.06 LONG TERM DISABILITY PLAN

Regular employees, as defined above, are eligible to receive long-term disability coverage paid for by the NWRC. Participation in the long-term disability insurance plan generally begins on the first of the month if the employee's hire date is the first working day of the month. If the employee begins work after the first working day of the month, participation begins the first day of the following month. The NWRC provides a set amount of employee coverage. Employees may purchase long-term disability coverage for themselves through a payroll deduction. Regular employees working less than 30 hours per week will pay a greater benefit premium based upon their hours worked.

5.07 EMPLOYEE ASSISTANCE PROGRAM (EAP)

All employees are eligible to utilize the NWRC's Employee Assistance Program (EAP). Participation begins on the employee's date of hire. The purpose of the EAP is to establish a voluntary program of confidential counseling and assistance to an employee whose job performance is affected by personal problems. The NWRC recognizes that a wide range of problems, such as emotional or mental stress, family or financial difficulties, or drug or alcohol dependency, can affect an employee's performance. The EAP is an independent agency which provides professional and confidential diagnostic, counseling and referral service to eligible employees and their families at no cost to the employee.

The NWRC may also utilize the EAP services to assist in correcting an employee's behavior or work performance problem. Such referrals may be made on a voluntary or mandatory basis.

5.08 RETIREMENT BENEFITS

The NWRC makes contributions on behalf of all eligible employees to the Social

Security System in addition to those contributions made by the employee through FICA payroll deductions.

All regular, full-time and eligible part-time employees are covered under the Public Employees Retirement System (PERS). Benefit levels and contribution rates are set by the State of Washington Department of Retirement Systems (DRS). Employees intending to retire should notify their supervisor of their intent at least three months prior to the date of retirement, when feasible, to begin processing the appropriate retirement paperwork.

NWRC's Retirement Health Savings (RHS) Plan is a medical expense reimbursement program that allows employees to accumulate assets to pay for medical expenses in retirement on a tax-free basis. For eligibility requirements and enrollment, please refer to NWRC Human Resources representative. (Cross Reference Section 6.02 SICK LEAVE AND FAMILY CARE and Section 11. EMPLOYMENT SEPARATION.)

5.09 DEFERRED COMPENSATION

NWRC employees are eligible to supplement their retirement benefits through various deferred compensation programs. These programs allow employees to invest pre-tax [or post-tax](#) dollars for future use at retirement. For more information, please see plan brochures.

5.10 FLEX PLAN

NWRC provides employees with a Flex Plan that allows employees to pay insurance premiums and to establish reimbursement accounts for out-of-pocket health care expenses and child/elder care expenses, utilizing pre-tax funds. For eligibility requirements and enrollment, please see enrollment information.

5.11 WORKER'S COMPENSATION

All employees and volunteers are covered by the State of Washington's Worker's Compensation Program. This insurance covers employees in the case of an on-the-job injury or job-related illness and is funded by an employee and employer-paid premium. For qualifying cases, the State Industrial Insurance will pay the employee for medical costs and lost compensation when certain criteria are met.

Employees must report all job-related accidents to their supervisors and complete an Employee Injury/Accident Report. Employees seeking professional medical attention for job-related injuries or illnesses, should inform their health care professional as to the nature of their injury/illness (e.g., that it is job-related) so the appropriate paperwork can be filled out to open a claim.

5.12 BENEFIT SUMMARY

Benefit	Number of Hours Worked to be Eligible:	Participation Begins:
Medical/Vision	A regular employee hired into a position of 130 or more hours per month. After and employee becomes eligible, they must be compensated at least 8 hours per month to maintain eligibility	If an employee begins on the first working day of the month, participation begins on date of hire. If employee begins after the first working day of the month, participation begins the first of the following month.
Dental		
Life Insurance		
LTD		
Employee Assistance Program		Hire Date

Benefit	Eligibility Criteria
WA Public Employees Retirement System (PERS)	Employee holds an eligible position. An eligible position is one that normally requires at least 5 months each year in which regular compensation is earned for 70 or more hours per month. For further information, contact the Human Resources representative.
Retirement Health Savings Account	Retirement Health Savings (RHS) Plan is a medical expense reimbursement program that allows employees to accumulate assets to pay for medical expenses in retirement on a tax-free basis. For eligibility requirements and enrollment, contact the Human Resources representative.

Benefit eligibility criteria and participation are subject to change based on benefit contracts.

5.13 INSURANCE COVERAGE DURING LEAVES

Family and Medical Leaves of Absence

Eligible employees on an approved Family and Medical Leave of Absence will continue their medical, dental and vision benefits listed above for the duration of their 12-week leave. Paid leave accruals will be handled as outlined below. Employees will be required to continue paying their portion of the monthly insurance premiums. NWRC encourages employees to pay their portion of anticipated premiums in advance through a payroll deduction.

Please refer to 6.04 Family and Medical Leave for further leave details.

Leave without Pay

During an approved Leave of Absence without Pay (that is not FMLA related) employee benefits will be handled as follows:

Benefit	Employee Receives Compensation for 30 or more hrs/week (130 hrs/mo)	Employee Receives Compensation for less than 30 hrs/week (130 hrs/mo)
Medical, Dental & Vision	No change to employee premium	Employee premium pro-rated

Benefit	Employee Receives Compensation between 40-20 hrs/week	Employee Receives Compensation for less than 20 hrs/week
Vacation	Pro-rated accrual for pay period based on compensated hours	No accrual for pay period
Sick Leave	Pro-rated accrual for pay period based on compensated hours	Pro-rated accrual for pay period based on compensated hours
Holiday	No holiday pay while on Leave without Pay There is no holiday pay for on-call employees.	

5.14 COBRA BENEFITS

The Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) allows for continued health care insurance coverage, on a self-pay basis, for employees and/or their dependents who would otherwise lose their health care insurance due to termination of employment, divorce or separation, or other events specified in the law. This continuation right only applies to insurance coverage the employee or their dependents had at the time of the qualifying event. The duration of the self-pay premium coverage is as follows, based on the qualifying event, as of the date of publication of this manual:

<u>Qualifying Event</u>	<u>Duration of coverage</u>
Termination of employment	18 months
Reduction of hours	18 months
Death of a covered employee	36 months
Dependent child ceasing to be dependent	36 months
Divorce or legal separation	36 months
Medicare entitlement	36 months

Eligible employees who separate from employment from the NWRC with benefit coverage will receive COBRA information at their separation. At any other time, employees who are interested in finding out more information about COBRA insurance costs and enrollment should contact the Human Resources representative.

5.15 UNEMPLOYMENT COMPENSATION

Employees may qualify for Washington State Unemployment Compensation after separation from NWRC employment depending on the reason for separation and if certain qualifications are met. For more information on these benefits, contact your local Employment Security office and/or [web-sitewebsite](#).

SECTION 6: PAID AND UNPAID LEAVES OF ABSENCE

6.01 VACATION LEAVE

All employees are strongly encouraged to take regular vacations and are expected to do so annually for the good of the organization as well as the employee. The purpose of granting a vacation leave is to provide employees with time away from work to relax, recreate, and otherwise attend to personal matters.

Consistent with NWRC needs and workload, employees may select their vacation time with the approval of their supervisor. In approving the request the supervisor will take into consideration timing of the request, seniority, performance, vacation history, workload, etc. Holidays observed during an employee's vacation time will not be considered as vacation time.

For regular and part-time employees (but not for on-call employees), all vacation leave shall be accumulated on a monthly basis from the date of employment as prescribed herein. Employees shall have the right to utilize accrued vacation after successful completion of the trial service period. If for any reason a trial service employee's employment is terminated prior to the end of the trial service period, the employee shall not be eligible for any accrued vacation leave or cash payment in lieu of vacation.

Vacation leave (for regular full-time employees) shall be accrued each pay period and according to the following schedule:

Year 1 and 2 (0-24 months)	12 days/yr.
Year 3 and 4 (25-48 months)	13 days/yr.
Year 5 through 10 (49-120 months)	15 days/yr.
Year 11 and beyond (121 months +)	18 days/yr.

Annual leave shall accrue on a pro-rated basis for regular and part-time employees working less than full time (but greater than 20 hours per week). Employees may accrue a maximum of 288 hours of vacation. No further vacation shall accrue until such time as the accrual balance falls below the maximum.

An employee may elect to cash-out 25% of their accrued vacation time ~~a maximum of twice a once per~~ calendar year. A minimum of six (6) months is required between requests. A minimum balance of 160 hours must be maintained on the books. Requests for cash-out of vacation hours must be submitted ~~in writing on a special request form~~ and submitted directly to the Fiscal Manager for formal review of accrued vacation hours. Final approval will be at the discretion of the Executive Director. Any circumstances that deviate from this normal policy and procedure will require NWRC approval.

Upon termination, discharge, or layoff, regular and part-time employees shall be compensated for all accumulated vacation leave. An exception will be an employee who voluntarily resigns and fails to give a minimum of two (2) weeks written notice to the Executive Director, unless there are extenuating circumstances and other arrangements have been made. In such cases, the employee will forfeit all or part of their vacation benefits. [Additionally, in the event of termination of employment for gross misconduct, compensation for all accumulated vacation leave will not be paid out, unless otherwise approved by the Executive Director.](#)

Upon retirement under the Washington State Public Employees Retirement System (PERS), Plan 1 only, employees shall be limited to a maximum compensation of 240 hours of accumulated vacation leave.

6.02 SICK LEAVE AND FAMILY CARE

Accrual & Carry Over

Paid sick leave is available for employees to care for their health and the health of their family members. Employees will accrue and carry over the following sick leave:

Hours Worked	Monthly Sick Leave Accrual	Year End Carryover
40 hrs/wk	8 hours	Up to 600 hours
39-20 hrs/wk	Pro-rated	Up to 600 hours
Less than 20 hrs/wk	Pro-rated	Up to 40 hours

Sick leave may be taken in increments of 15 minutes or more and is not considered worked time for the calculation of overtime.

Any employee accruing more than 600 (six hundred) hours of sick leave on January 1 of each year shall exchange four (4) hours of sick leave for one (1) additional hour of vacation leave up to a maximum of an additional twenty-four (24) hours vacation leave per year.

Upon achieving 20 years or more longevity, any employee accruing more than six hundred (600) hours of sick leave on January 1 of each year shall exchange 2.1 sick leave hours for 1 compensated hour deposited in their Retirement Health Savings Plan Account, up to a maximum of 45.714 compensated hours per year.

Usage

In compliance with Washington's Paid Sick Leave law, employees may utilize sick leave to care for their health and the health of their family members. Employees are required to give reasonable notice regarding the need for such

leave and, in all circumstances, must personally notify their supervisor no later than their scheduled reporting time.

“Family members” is defined as a child or parent (including biological, adopted, foster, step or legal guardian), a spouse, state-registered domestic partner, NWRC domestic partner (with affidavit on file), spouse’s parent, grandparent, grandchild or sibling. Sick leave may be used for the following circumstances:

- An employee’s mental or physical illness, injury or health condition;
- Preventive care such as a medical, dental or optical appointments and/or treatment;
- Care of a family member with an illness, injury, health condition and/or preventative care;
- Closure of the employee’s place of business or child’s school/place of care by order of a public official for any health-related reasons;
- If the employee or the employee’s family member is a victim of domestic violence, sexual assault, or stalking (see 6.06 Domestic Violence/Sexual Assault Leave).

Employees on approved Family and Medical Leaves of absence for their own serious health condition or that of an eligible family member, will be required to use all paid sick leave (and other forms of paid leave) concurrently with Family and Medical Leave.

When an employee is absent for more than three consecutive days, NWRC may require medical verification that the employee is taking leave for an authorized purpose and is or is not able to return to work.

Separation & Reinstatement

Upon retiring under PERS, an employee with 80 hours or more of sick leave will receive the monetary equivalent of fifty-two (52) percent of an employee’s accrued sick leave contributed to the employee’s Retirement Health Savings Account.

Upon separation (termination, discharge, or layoff,) but not retiring, from NWRC after 20 years or more longevity, an employee with 80 hours or more of sick leave will receive the monetary equivalent of fifty-two (52) percent of an employee’s accrued sick leave contributed to the employee’s Retirement Health Savings Plan Account. An employee who chooses not to enroll in a RHSA will forfeit accrued eligible sick leave. [In the event of termination of employment for gross misconduct, the employee will not be eligible for a Retirement Health Savings Plan Account.](#) (Cross Reference Section 11.04 BENEFITS AND COMPENSATION AT SEPARATION.)

In all other cases, sick leave is forfeited at the time of separation. When an

employee leaves NWRC and is rehired within twelve months of separation, previously accrued and unused sick leave at the time of separation that has not been cashed out (as referenced above) will be reinstated and the previous period of employment will be counted for purposes of determining the employee's eligibility to use sick leave.

Notice

NWRC will provide employees with regular notice about the amount of sick leave the employee has earned and used. Any questions and concerns about the sick leave policy may be directed to an employee's supervisor or Human Resources.

Sick Leave Depletion

An employee who has depleted all sick leave has two options:

- a) Sick days may be charged against the employee's accrued vacation leave. The employee shall be paid accordingly.
- b) Leave without pay may be granted until the employee is capable of returning (see Leave without Pay policy).

In the event of an extraordinary physical or mental condition which causes the employee to take leave without pay or likely terminate employment, the Executive Director may allow other employees to voluntarily donate accrued vacation hours to that employee (see Compassionate Leave policy).

6.03 HOLIDAY PAY

Northwest Regional Council offices that are open to the public Monday through Friday are closed on the following holidays:

New Year's Day	January 1
Martin Luther King's Birthday	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Juneteenth	June 19
Independence Day	July 4
Labor Day	First Monday in September
Veterans Day	November 11
Thanksgiving Day	Fourth Thursday in November
Native American Heritage Day	Friday after Thanksgiving
Christmas	December 25

When a holiday falls on Saturday, the preceding Friday will be observed as the holiday; when the holiday falls on Sunday, the following Monday will be observed as the holiday.

For time worked on observed holidays, nonexempt employees will receive overtime or compensatory time at the rate of time and one-half, when authorized in advance by the Executive Director or designee.

The Whatcom County Jail Health Program, which is open seven (7) days a week, will observe holidays on the day the holiday occurs.

For time worked on holidays, as scheduled by management, nonexempt employees will receive holiday pay plus time and one-half.

There is no holiday pay while on Leave without Pay (Cross Reference Section 5.13 and 6.08).

Personal Holiday

In addition, one "Personal Holiday" per year is granted on request of the employee, with the approval of the supervisor. Regular and part-time employees (not on-call employees) are entitled to take one personal holiday per calendar year on any day of work which is agreeable to both the employee and the supervisor. Personal holidays cannot be carried forward past the end of any calendar year and have no cash value on termination of employment.

Wellness Days

Wellness Days provide flexibility for employees to prioritize what wellness looks like to them as individuals. These days may be used for cultural reasons, wellness activities, additional vacation time, or similar.

Three "Wellness days" per year are granted on request of the employee, with the approval of the supervisor. Regular and part-time employees (not on-call employees) are entitled to take three wellness days per calendar year on any day of work which is agreeable to both the employee and the supervisor. Wellness days cannot be carried forward past the end of any calendar year and have no cash value on termination of employment.

Wellness Days will be granted to new employees within their first year of employment as follows:

First Day of Employment	# of Wellness Days granted
January 1 – April 30	3 days (24 hours)
May 1 – August 31	2 days (16 hours)
September 1 – December 31	1 day (8 hours)

Full-time employees will receive 8 hours pay for all holidays referenced above, including “Personal Holiday” and “Wellness Days”. Eligible part-time employees will receive prorated holiday pay and Wellness days.

Unpaid Holiday for Reasons of Faith or Conscience

An employee may take two (2) unpaid holidays per calendar year for a reason of faith or conscience or an organized activity conducted through a religious denomination, church, or religious organization. The employee must submit a request for these days with their supervisor. The employee will be allowed to take the unpaid holiday on the days selected unless the absence would unduly disrupt operations or impose an undue hardship. The employee may access vacation during the unpaid holidays. If the employee chooses to use leave without pay it will not affect proration of benefits. The two unpaid holidays must be taken during the calendar year and do not carry over from one year to the next.

6.04 FAMILY AND MEDICAL LEAVE

General Provisions

The NWRC recognizes the need for employees to balance their work and family life by taking reasonable leave for serious health conditions, for birth or adoption of a child, and for the care of a child, spouse, or parent who has a serious health condition. The agency also encourages supervisors to work with employees to creatively solve personal and scheduling conflicts in designing leaves and alternate work schedules.

The NWRC will grant up to 12 weeks of unpaid family and medical leave during any 12-month period. In order to qualify to take family and medical leave under this policy, the employee must meet all of the following conditions:

- 1) The employee must have worked for the employer at least 12 months, or 52 weeks. The twelve months, or 52 weeks, need not have been consecutive. For eligibility purposes, an employee will be considered to have been employed for an entire week if the employee was on the payroll for all or part of the week or if the employee was on leave during part of the week.
- 2) The employee must have worked at least 1,250 hours during the twelve-month period immediately before the date when the leave would begin.

If an employee and their need for leave meets the FMLA qualifications, NWRC will begin the FMLA approval process and, once approved, designate appropriate leave as FMLA.

Servicemember FMLA Provisions

The NWRC will grant up to 12 workweeks of unpaid family and medical leave to an eligible employee during any 12-month period when leave is due to a “qualifying exigency” arising out of a covered family member’s active duty or call to active duty in the Armed Forces in support of a contingency plan.

The NWRC will grant up to 26 workweeks of unpaid family and medical leave to an eligible employee during a single 12-month period to care for an injured or ill family member servicemember. When combined with other FMLA-qualifying leave, this may not exceed 26 weeks in a single 12-month period.

Servicemember FMLA runs concurrent with other leave entitlements provided under federal, state, and local law.

Definition of Terms

Child - includes a legal ward, under the age of 18, in the employee's care, a biological or adopted child under the age of 18, or 18 years old and older if incapable of self-care because of mental or physical disability.

Eligible Family Member - child, parent, or spouse (as defined in this policy).

Foster care - such care that requires state action, rather than an informal arrangement or agreement.

Parent - is defined as direct parent to employee (not parent-in-law).

Spouse - is defined in accordance with applicable State law.

Serious health condition - a condition which requires inpatient care at a hospital, hospice, or residential medical care facility, or a condition which requires continuing care by a licensed health care provider.

Twelve-month period - the time period within which the 12 weeks of leave may be taken and will be defined as a "rolling" 12-month period measured backward from the date an employee uses any FMLA leave. (For example, if an employee began FMLA on June 15th, the employer would review all FMLA usage from the previous 12 months to determine if 12 weeks were available.)

General FMLA Leave Parameters

In order to qualify as Family and Medical Leave under this policy, the employee must be taking the leave for one of the reasons listed below:

1. The birth of a child and to care for that child;
2. The placement of a child for adoption or foster care with an employee;
3. To care for a spouse, child, or parent with a serious health condition; or
4. The serious health condition of the employee.

Servicemember FMLA Leave Parameters

Servicemember FMLA provides eligible employees unpaid leave for any one, or for a combination, of the following reasons:

1. A "qualifying exigency" arising out of a covered family member's active duty or call to active duty in the Armed Forces in support of a contingency plan; and/or
2. To care for a covered family member who has incurred an injury or illness in the line of duty while on active duty in the Armed Forces provided that such injury or illness may render the family member medically unfit to perform duties of the member's office, grade, rank or rating.

Serious Health Condition

An illness, impairment, or physical or mental condition that involves:

1. **Hospital care:** Inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility, including any period of incapacity (defined as an inability to work, attend school or perform other regular daily activities), or any subsequent treatment in connection with such inpatient care; or
2. **Absence and treatment:** A period of incapacity of more than three consecutive calendar days, and any subsequent treatment or period of incapacity relating to the same condition, that also involves:
 - Treatment two or more times by a health care provider, or by a nurse or physician's assistant under direct supervision of a health care provider, or by a provider of health care services (e.g., physical therapist) on referral by a health care provider; **or**
 - Treatment by a health care provider on at least one occasion which results in a regimen of continuing treatment.
3. **Pregnancy:** Any period of incapacity due to pregnancy or for prenatal care. Since pregnancy is the only FMLA condition that does not require medical certification, absences under this category will automatically be classified under FMLA. Employees gone for continuous periods of time will need to provide proper documentation under the Maternity Disability policy.
4. **Chronic conditions requiring treatments:** A chronic condition which requires:
 - Periodic visits for treatment by a health care provider, or by a nurse or physician's assistant under direct supervision of a health care provider; **and**
 - Continues over an extended period of time (including recurring episodes of a single underlying condition); **and**
 - May cause episodic rather than continuing period of **incapacity** (e.g., asthma, diabetes, epilepsy, etc.).
5. **Permanent long-term conditions requiring supervision:** A period of incapacity which is permanent or long-term due to a condition for which treatment may not be effective. The employee or family member must be under the continuing supervision of, but need not be receiving treatment by, a health care provider. Examples include Alzheimer's, a severe stroke, or the terminal stages of a disease.
6. **Multiple treatments (non-chronic condition):** Any period of absence to receive multiple treatments (including any related period of recovery) by a health care provider or by a provider of health care services under orders of, or on referral by, a health care provider, either for restorative surgery after an

accident or other injury, or for a condition that would likely result in a period of incapacity of more than three consecutive calendar days in the absence of medical intervention or treatment, such as cancer (chemotherapy, radiation, etc.) severe arthritis (physical therapy), or kidney disease (dialysis).

Medical Certification

The agency will require an employee requesting leave to provide a certification from a health care provider of the serious health condition. Medical certification will be provided on the form listed in the forms section. Such certification will be due 15 days from the request, or the employee will provide a reasonable explanation for the delay. Failure to provide certification may result in a delay in the approval of an employee's FMLA leave.

The agency may request a second opinion for a medical leave. If a second opinion is requested, the agency will pay for the employee to get a certification from a second doctor, which the agency will select. If necessary to resolve a conflict between the original certification and the second opinion, the agency will request the opinion of a third doctor. The NWRC and the employee will jointly select the third doctor, and the agency will pay for the opinion. This third opinion will be considered final.

The agency may require an employee to obtain subsequent re-certifications to support continued leave. Re-certifications will not be required more often than every 30 days unless the employee requests an extension of leave, if circumstances have changed since the original certification, or the agency has information raising a question regarding the validity of the original certification.

Intermittent Leave

Employees are eligible to take up to 12 weeks of unpaid leave for a serious health condition on an intermittent basis (days periodically over the year when needed), if medically necessary. Under certain circumstances, serious health conditions may require the use of family and medical leave to reduce the workweek or workday, resulting in a reduced schedule. Such leave should be scheduled so that it does not unduly disrupt business operations. The agency may temporarily transfer an employee to an available alternative position with equivalent pay and benefits if the alternative position would better accommodate the intermittent or reduced schedule. Under an intermittent or reduced leave schedule, only the amount of leave actually taken may be counted against the 12-week entitlement.

If the employee is taking unpaid leave for a serious health condition or because of the serious health condition of a family member, the employee should try to reach a suitable reduced work schedule agreement with the agency prior to taking intermittent leave or working a reduced hour schedule. In any case, the

employee must verify the need for intermittent leave is medically necessary through the medical certification form.

For the birth, adoption, or foster care of a child, the employee may be allowed to take leave intermittently or work a reduced hour schedule only with the agency's approval. Leave for birth, adoption, or foster care of a child must be taken within one year of the birth or placement of the child.

Status, Pay, and Benefits

Status: An employee who takes leave under this policy will be able to return to the same job or a job with equivalent status, pay, benefits, and other employment terms. The position will be the same or one which entails substantially equivalent skill, effort, responsibility and authority.

Pay: Employees taking leave under this policy must use all eligible paid time off benefits before taking the remainder as unpaid leave. Such paid leave will be considered FMLA leave and counted against the twelve (12) eligible weeks.

Benefits: While an employee is on leave, the NWRC will continue the employee's medical, dental, and vision benefits during the leave period at the same level and under the same conditions as if the employee had continued to work. If an employee chooses not to return to work for reasons other than a continued serious health condition, the NWRC will require reimbursement for the amount paid for the health insurance premium during the leave period.

Requesting Leave

Employees requesting leave under this policy must submit a FMLA Request form to their supervisor. Unless the leave is unforeseeable, employees must give 30 days notice. If it is not possible to give 30 days notice, the employee must give as much notice as is practical. In such cases, the employee must notify the supervisor in-person or by phone of the need for FMLA. If an employee fails to provide 30 days' notice for foreseeable leave with no reasonable justification for the delay, the leave request may be denied until at least 30 days from the date notice is received.

Returning to Work

Upon return from a leave related to an employee's serious health condition, the employee shall present a doctor's release allowing the employee to return to work. Failure of an employee to return to work on the established date (beyond 12 weeks entitled in this policy) may result in termination.

6.05 CARE FOR STATE-REGISTERED DOMESTIC PARTNER

An employee who has worked for the NWRC at least twelve months, including at least 1250 hours in the last twelve months and worked at a location where there are more than 50 employees in a 75-mile radius, may be entitled to 12 workweeks of unpaid leave in a twelve month calendar period to care for a state-registered domestic partner who has a serious health condition.

A "serious health condition" is an illness, impairment or condition that involves inpatient care in a hospital, hospice or residential medical care facility or continuing treatment by a health care provider, any period of incapacity of three or more consecutive days and continuing care by a medical provider, as well as any period of incapacity due to pregnancy including prenatal care.

If the need for the leave is foreseeable, employees must give at least 30 days' written notice in advance of the anticipated date the leave is to begin stating the reason for the leave and the dates during which the leave is to be taken. If the need for the leave is not foreseeable, the employee must give notice as soon as possible after the need for the leave is known. Health care provider certifications/re-certifications, as well as second/third opinions and fitness for duty reports/releases, may be required in accordance with the Washington Family Leave Act.

Upon returning from the leave, an employee is entitled to return to the same position held when the leave began or to an equivalent position with equivalent benefits and pay, unless the position would have been eliminated had the employee not been on leave. Additionally an employee on leave is not immune from discipline, up to and including termination, if information is uncovered during the leave which would have normally resulted in discipline had the employee been actively working.

The employee must use all eligible paid time off benefits prior to taking leave without pay. By taking the leave, the employee will not lose any benefits that accrued before the start of the leave. Once an employee has exhausted all paid leave, benefits will be handled according to 6.08 Leave Without Pay.

This policy will be administered according to the Washington Family Leave Act. Employees should contact the Human Resources with questions about this and other leaves.

6.06 DOMESTIC VIOLENCE/SEXUAL ASSAULT LEAVE

An employee is eligible to take reasonable leave from work on an intermittent or reduced leave schedule under the following conditions:

1. To seek legal or law enforcement assistance or remedies to ensure the health and safety of the employee or employee's family members including, but not limited to, preparing for, or participating in, any civil or criminal legal proceeding related to or derived from domestic violence, sexual assault, or stalking;
2. To seek treatment by a health care provider for physical or mental injuries caused by domestic violence, sexual assault, or stalking, or to attend to health care treatment for a victim who is the employee's family member;
3. To obtain, or assist a family member in obtaining, services from a domestic violence shelter, rape crisis center, or other social services program for relief from domestic violence, sexual assault, or stalking;
4. To obtain, or assist a family member in obtaining, mental health counseling related to an incident of domestic violence, sexual assault, or stalking, in which the employee or the employee's family member was a victim of domestic violence, sexual assault, or stalking; or
5. To participate in safety planning, temporarily or permanently relocate, or take other actions to increase the safety of the employee or employee's family members from future domestic violence, sexual assault, or stalking.

"Family Member" is defined as any individual whose relationship to the employee can be classified as a child, spouse, state-registered domestic partner, parent, parent-in-law, grandparent, or person with whom the employee has a dating relationship. See Personnel Policy 6.02 Sick Leave and Family Care for further family member definitions.

An employee may access their vacation bank or other eligible paid time off for such leave. Employees are required to provide advance notice in writing of the employee's need for leave. Such requests will be provided in writing accompanied with verification to support the need for leave (i.e., police report, court document, or a written statement from the employee). When advance notice cannot be given because of an emergency or unforeseen circumstance due to domestic violence, sexual assault, or stalking, the employee or their designee will notify the NWRC of the need for leave no later than the end of the first day that leave is taken.

6.07 MATERNITY DISABILITY

An employee is eligible to take a leave of absence for the period of time that [she they](#) is disabled from working due to pregnancy or childbirth. This leave is available in addition to the 12 weeks of unpaid leave available under the FMLA. FMLA leave will run concurrently with the maternity disability period. An employee who is on any of the above leaves may access their paid time off.

Requests for maternity disability leave must be submitted in writing to the employee's supervisor and must include a report or letter from the employee's physician confirming that the employee is actually disabled from working. Employees taking maternity disability leave will be required to use all eligible paid time off benefits (such as sick leave and vacation) during this period. When an employee has exhausted ~~her~~ [their](#) paid time off, [she they](#) will begin a leave of absence without pay for the duration of the maternity disability leave. During the FMLA portion of the leave benefits will be handled according to the FMLA policy. At the conclusion of the 12 week FMLA period, if an employee has exhausted all paid leave, benefits will be handled according to the leave of absence without pay policy.

6.08 LEAVE WITHOUT PAY

Leave without pay may be granted to employees at the discretion of the Executive Director when necessary absences due to illness, family medical, or personal reasons extend beyond available personal holiday, compensatory time, vacation or sick leave (if applicable) and the employee has exhausted relevant paid leaves. [This policy specifically refers to leave without pay situations in which the employee is not actively on FMLA and the Washington State Paid Family and Medical Leave \(WA PFML\) programs. Employees who are solely approved and using WA PFML \(not concurrently with FMLA\) may be required to pay a pro-rated portion of their benefits.](#)

Requests for Leave without Pay (LWOP) must be submitted in writing in advance of the planned leave, completing NWRC's "Leave without Pay Request" form. The request will be submitted to the employee's supervisor and Unit Director for review and then forwarded to the Executive Director for approval or denial. The request for Leave without Pay must be submitted as far in advance of the anticipated leave as possible in order for the review and approval/denial process to take place before the leave is taken. Except in special circumstances, requests for Leave without Pay submitted after the fact may be cause for disciplinary action or dismissal. (Cross Reference Section 4.01 ATTENDANCE.)

An employee who is on Leave without Pay will accrue pro-rated vacation and sick leave. An employee who is on Leave without Pay when a holiday occurs will not receive holiday pay. Except as noted in Section 6.03 Unpaid Holidays for Reasons of Faith or Conscience, and Section 6.12 Military Spousal Leave, employees will be required to pay a pro-rated portion of their benefits for unpaid

leaves of absences. Employees should refer to Policy 5.12 and 5.13 for benefit eligibility work hour requirements. If an employee's hours drop below the eligibility requirements during a leave of absence, the employee will be offered self-pay COBRA benefits. Any accumulated unpaid benefits shall be reinstated upon the employee's return to duty at the end of the agreed upon leave period. The anniversary date for any employee returning from a leave of absence without pay shall be advanced by an amount equal to the length of leave if absence exceeded thirty (30) calendar days thus having an impact on future vacation accruals and longevity.

An employee who fails to report promptly for work at the expiration of a leave of absence, or who accepts other employment during the leave, or who applies for unemployment insurance while on leave, will be considered to have voluntarily resigned.

6.09 COMPASSIONATE LEAVE

The Compassionate Leave Donation Program is a voluntary program that allows eligible regular employees to donate a portion of their accrued vacation to a qualified eligible regular employee who is unable to work because of extended serious injury or extraordinary physical or mental condition, and who is not eligible for workers' compensation. Employees participating in the Washington State Paid Family & Medical Leave are not eligible to participate in the Compassionate Leave Donation Program.

Qualified Recipients

Employees who are qualified recipients for donated leave are those who meet all of the following conditions:

- A. Have successfully completed their initial trial service period, are regular employees, and have worked for the Northwest Regional Council for at least six months.
- B. Are unable to work because of extended serious illness or injury which requires hospitalization or extensive medical care, or
 - To care for a spouse, child, or parent with a serious health condition;
 - The birth of a child and to care for that child;
 - The placement of a child for adoption or foster care with the employee.
- C. Are unable to work due to care for state-registered domestic partner or NWRC domestic partner (with affidavit on file) with a serious health condition.
- D. Have exhausted all accrued vacation, compensatory time, sick leave and personal holiday leave.
- E. Are not eligible for workers' compensation benefits.
- F. Are not participating in the WA State Paid Family & Medical Leave Program.
- G. Have no documented abuse of sick leave in the last five years.
- H. Have completed and submitted a Request for Compassionate Leave Donation form to their supervisor.

Qualified Donors

A leave donor is a regular employee who donates leave to a qualified recipient provided that donated vacation time may not exceed 50% of the donor's current annual accrual rate in any given year and may not exceed the amount already earned and accrued.

Parameters

1. Total Compassionate Leave is available for an annual maximum of twelve (12) weeks (480 hours) for full-time employees (or prorated for regular part-time employees).

2. Leave donations to a qualified recipient will be on an hour for hour basis. No partial hours may be donated or received.
3. Once vacation leave has been donated and forwarded to Payroll by the Donor for use by the recipient, it cannot be returned to the donor. The donor's vacation hours are credited as sick leave to the Compassionate Leave Pool. If the leave is not needed by that employee, the hours remain in a donation pool.
4. While an employee is using Compassionate Leave, they will continue to receive the same treatment, in respect to salary and benefits, as the employee would otherwise receive if using sick leave.
5. Periods of Compassionate Leave shall count as Family and Medical Leave.
6. The Compassionate Leave Donation Program does not supplant any established Personnel policies and procedures.
7. Use of donation leave to a qualified recipient may be terminated under any of the following conditions:
 - a) After use of 480 (or pro rata) hours of donated leave.
 - b) Upon the physician's release to work.
 - c) Upon eligibility for disability insurance benefits or retirement.
9. Donated leave is excluded from any sick leave cash out provisions.
10. Per WAC 415-108-468, donated leave does not qualify as reportable compensation to the Department of Retirement Services (DRS/PERS). Such payments are not for services rendered, nor are they specifically included within the statutory definition of earnable compensation.
11. Participation as either a donor or recipient is completely voluntary. Posting of the Compassionate Leave Request is allowed; solicitation is not.
12. Any dispute arising over the Compassionate Leave Donation Program will be reviewed by the Executive Director.

Procedures

1. The employee submits requests for contributions of leave to the Human Resources representative and the Executive Director.
2. The Human Resources representative:
 - a) Verifies eligibility including evidence from a qualified medical authority.
3. The Executive Director or designee:

- a) Approves or denies request based on the criteria established.
 - b) Notifies employee of decision.
4. The Executive Director or designee:
 - a) Posts notice of request, by electronic mail, or verbally announces to staff.
 - b) Receives donations using the Compassionate Leave Donation Form.
 - c) Assures that donors are qualified and that donations meet the guidelines stated above.
 5. The Executive Director coordinates administration with the Human Resources representative.
 6. The Human Resources representative:
 - a) Receives and matches requests and donations reducing donor's vacation accruals and increasing recipient's sick leave account as authorized.
 - b) Transfers donated time monthly until the maximum hours have been received.
 - c) Provides a summary of the total donations to the Executive Director.
 - d) Accounts for Unused donation leave.
 7. The Employee notifies the Executive Director or supervisor immediately if condition improves sufficiently to return to work, whether regular or light duty.

6.10 BEREAVEMENT LEAVE

Absence from work because of death in the immediate family of the employee or their spouse or state-registered domestic partner may be excused without loss of pay to a maximum of three (3) days (up to 8 hours each based on schedule). The immediate family includes: husband, wife, child, parent, grandparent, grandchild, brother, sister, NWRC domestic partner (with domestic partner affidavit on file), state-registered domestic partner or any relative living in the employee's household, or any person legally dependent upon the employee.

6.11 MILITARY LEAVE

The NWRC provides a military leave of absence for employees while performing military service in accordance with federal and state law. Military service includes active military duty and Reserve or National Guard training. In accordance with RCW 38.40.060, employees will receive paid military leave for up to 21 days of military service for each year calculated October 1st through September 30th. Employees are required to provide their supervisor with copies of their military orders as soon as possible after they are received. Reinstatement upon return from military service will also be determined in accordance with applicable federal and state law.

6.12 MILITARY SPOUSAL LEAVE

Any employee who works more than 20 hours per week and whose spouse or state-registered domestic partner is deployed or about to be deployed or is on leave from deployment in a military conflict declared by Congress or the President is entitled to up to fifteen (15) days of leave of absence per deployment. The leave is unpaid except that the employee can use their eligible paid time off benefits at the same time. An employee wishing to take this leave must notify their supervisor within five business days of receiving official notice that the spouse is being deployed or will be on leave from deployment. Upon conclusion of the leave, the employee will return to their position or an equivalent one unless the employee would otherwise have been terminated had they not taken the leave. Health insurance benefits will continue for the duration of this leave even if the employee utilizes leave without pay.

6.13 JURY AND WITNESS LEAVE

Jury

An employee shall be allowed up to four (4) weeks leave with pay for jury and other legal duty when subpoenaed for such services. Employees will waive any jury duty stipend and keep payments for mileage reimbursement.

An employee is required to provide a copy of the summons to their supervisor promptly when they are summoned for jury duty service and subsequently upon their selection as a juror. Employees will be paid their regular salary/wages for any period of required service as a juror, which occurs during the employee's scheduled workday. Employees may be required to produce evidence of daily attendance in court.

When an employee is excused or released from jury duty, the employee is required to report back to work or immediately notify their supervisor that they are able to return to work for the balance of their scheduled workday.

Witness Duty

All employees summoned to testify in court are allowed time off for the period they serve as a witness. In general, witness duty leave is not paid work time, unless the employee is a witness in a case involving the NWRC. Employees may access eligible paid time off (such as vacation) for work hours spent during witness duty.

6.14 ADMINISTRATIVE LEAVE

On a case-by-case basis, the NWRC may place an employee on an administrative leave with or without pay for a period of time, as determined by the Executive Director. This leave may be used to provide the NWRC with time and

opportunity to investigate matters, make decisions, or execute other administrative proceedings as needed.

SECTION 7: TRAINING AND PROFESSIONAL DEVELOPMENT

7.01 GENERAL TRAINING

The NWRC encourages employees to seek training and education consistent with their program area responsibilities. This policy establishes guidelines for requests to attend training and classes paid for by the NWRC.

The NWRC may select training seminars, workshops or classes for an employee to attend and will pay for such training. An employee may request to attend training under the following guidelines:

- The training must contribute to the employee's effectiveness in their current position or professional development.
- The employee will be asked to explain how such training would enhance the employee's performance and thus benefit the NWRC.
- The employee must receive both supervisory approval and budgetary approval to ensure that funds are available for such training.

(Cross reference Section 4.19 COMPENSATION FOR REQUIRED TRAININGS, MEETINGS, AND CONFERENCES, and Section 4.18 COMPENSATION FOR TRAVEL TIME)

SECTION 8: REIMBURSEMENT OF EXPENSES

8.01 REIMBURSEMENT OF EXPENSES

~~NWRC employees required to travel in carrying out their assigned duties shall receive reimbursement for actual, allowable expenses incurred on presentation of a completed expense claim, as follows:~~

Travel Expense

~~Expenses for authorized travel to conferences, trainings or other business-related events will be reimbursed. Expenses incurred during extended stays at a conference site for an employee's personal reasons shall be at the employee's expense.~~

Transportation

- ~~• Authorized use of personal automobile will be reimbursed at the initial rate allowed by U.S. Internal Revenue at the point of announcement and forward for mileage reimbursement. Carpooling is encouraged. Reimbursement is only paid to one traveler when one or more travelers are traveling in the same automobile on the same trip.~~
- ~~• Actual costs of ferries, bridge tolls, parking, etc., will also be reimbursed. Receipts are required.~~
- ~~• Actual cost of coach or economy fares for travel by public conveyance will be reimbursed.~~
- ~~• Other methods of transportation (i.e., rental car, taxi, trains, planes, subway, etc.) may be authorized for out of town travel.~~

Mileage

~~Mileage begins and ends at your designated worksite or home—whichever is closer to your destination, less your regular commute mileage, which is not eligible for reimbursement. “Regular commute mileage” is the miles traveled from your home to your “designated worksite” (e.g. Bellingham or Mount Vernon Office). Regular commuting is your first trip of the day from your home to primary worksite and the last trip of the day from your primary worksite to your home. Non-business related travel is not reimbursable.~~

Example: ~~You telework 3 days per week and work in office 2 days per week, as prearranged with your Supervisor and Alternative Work Agreement. If your primary worksite for an in office day is the Mount Vernon office, your mileage is non-reimbursable. If business needs, as approved by your supervisor, require you to drive to the Bellingham office that day, your mileage is reimbursable, less your regular commute miles from home to the Mount Vernon office.~~

~~Employees will be reimbursed for the actual mileage that occurs between the worksite and destination. If driving to a work-related event, the employee will be reimbursed for mileage from whichever is less — from the usual worksite or from home.~~

8.01 REIMBURSEMENT OF EXPENSES

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Travel Expense

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- Actual costs of ferries, bridge tolls, parking, etc., will also be reimbursed. Receipts are required.
- Actual cost of coach or economy fares for travel by public conveyance will be reimbursed.
- Other methods of transportation (i.e., rental car, taxi, trains, planes, subway, etc.) may be authorized for out of town travel.

Mileage

Regular commute miles are not reimbursable. Regular commute mileage are miles driven to and from your home to the designated office worksite (e.g. Bellingham or Mount Vernon Office) for that day.

Employees whose position requires a presence in both the Bellingham and Mount Vernon offices will prearrange their worksite schedule with their supervisor. Miles incurred according to the prearranged worksite schedule will be considered regular commute miles and are not reimbursable.

Travel for businesses purposes is reimbursable. Mileage for business purposes may occur due to:

- Home visits to and from the designated worksite (Your home, Bellingham or Mount Vernon Office)
- Offsite training, as approved by a supervisor
- Business related errands, as approved by a supervisor
- A telecommuting agreement, in which your home is your designated worksite for that day, and you are requested or required by management to leave your home to fulfill a business need.
 - Schedule changes which deviate from the telework agreement at the employee's request, will not be considered reimbursable mileage. For example, an employee submits a one-time request to switch their remote working day during the week to suit their personal scheduling needs. The mileage to the office will not be reimbursed on the day they are normally scheduled to be at home, as it was at the employee's request and is considered commute mileage.

If unsure as to whether mileage incurred is reimbursable, employee is to discuss with their supervisor to determine whether mileage should be reimbursed. If unable to determine at the supervisory level, the supervisor may consult with the Executive Director or Human Resources for a final determination.

Food/Meal Costs

NWRC complies with Internal Revenue Service (IRS) rules regarding taxability of meal reimbursement.

NWRC employees, volunteers, members of the various Boards, members of the NWRC, and other authorized individuals will be reimbursed meals, based on the state approved per diem rate, related to the official business situations listed below, provided that such have been allocated in the appropriate budget:

Reimbursable Meals Non-taxable

- Costs of Board and Council members and related staff at official events and other NWRC business related meetings and activities.
- Cost of coffee and other refreshments at training sessions or staff meetings for NWRC employees, including employees of other jurisdictions.
- Cost of working lunches and/or light refreshments such as with citizen committees, government officials and the like.
- Cost of meals and/or refreshments at employee training events and/or meetings.
- Cost of meals when traveling away from home overnight.

Reimbursable Day Meals Taxable

NWRC employees may be reimbursed for a meal expense if they travel for NWRC business more than 50 miles from their home office and are away from the home office for 3 or more hours. In these instances, the meal is not an integral part of NWRC business and the employee receives a break for the meal. Meals reimbursed under these circumstances are considered day meals and taxable income per IRS Publication 463.

All employee reimbursement requests must be approved by the employee's supervisor or designee. Except in limited circumstances, meal cost must be incurred and paid by the claimant. (See documentation section.)

Lodging

Lodging will be reimbursed at a reasonable rate (actual cost for the employee only) for a single room. Room sharing is encouraged. Employees are required to ask for government rates.

Registration Fees

Registration fees for attendance at approved conferences, workshops, etc. are allowable expenses, including reasonable cost for CEU administrative fee.

Professional Liability Insurance

~~Nurse Case Managers may submit their professional liability insurance documentation to NWRC for payment or reimbursement.~~

Documentation

No expense claim for reimbursement shall be paid unless it includes specific documentation of the business purpose in the "Purpose of the Trip" column and is accompanied by the required receipts. Such receipts should show the date, a description of the purchase, vendor identification and amount paid. Receipts are required as follows:

- **Meals.** For **taxable/day** meal reimbursement for travel during the workday, include miles driven and hours away from home office in the "Purpose of Trip" column. Please refer to the Food/M meal costs section for details on allowable meal reimbursement and taxability.
- **Lodging.** Actual itemized hotel/motel bill must be submitted.
- **Transportation.** Reimbursement for taxi, bus, airplane, train, rental car, and gas purchases requires a receipt. Reimbursement for parking and bridge tolls, and ferry travel will be reimbursed at actual costs; receipts are required if they are available.

- **Registration fees.** These costs are normally paid directly to the vendor by the NWRC. In the event the employee pays the registration fee, a receipt from the event must be submitted to secure reimbursement. A copy of the cancelled check (front and back), made payable to the event, may be used to document payment in-lieu-of a receipt.

A vendor may bill the NWRC directly for certain travel expenses, such as air fare, lodging, and registration fees. A vendor may invoice the NWRC directly for group meals. These expenses must be authorized in advance by the Executive Director of the NWRC.

Expenses shared between two or more employees may be included on one bill. If such shared expenses are combined on one bill, the bill will be attached to one expense claim, with the names of all employees' meals included listed on the bill, along with the circumstances of the event. A photocopy of the bill will be attached to each participant's expense claim, identifying the name of the employee submitting the original receipt. Actual receipts are required in this instance.

Allowable Incidental Expenses

Employees may be reimbursed for the following incidental expenses:

- When other payment methods are not available (petty cash, NWRC account, purchase order), employees may be reimbursed for allowable costs incurred to purchase such items as copies, office supplies, shipping, etc. A receipt is required for reimbursement.
- If an employee makes NWRC-related calls on their personal cellular phone, the cost of the call may be reimbursed when it actually creates a charge for the call (not included in the "free" portion of the monthly charge). Employee must attach a copy of the telephone bill to their Expense Claim. Reimbursement will include tax at the rate identified on the telephone bill.
- When out of town on NWRC business, employees may be reimbursed for brief telephone calls to family members to notify them of a change in their return date/time.

Ineligible Expenses

Certain expenses are considered personal and not essential to the transaction of official NWRC business. Such non-reimbursable expenses include, but are not limited to:

- Liquor.
- Travel paid for by any other organization.
- Personal entertainment and transportation.
- Theft, loss or damage to personal property.

- Expense of spouse, family or other persons not authorized to receive reimbursement under this policy.
- Trip insurance.
- Personal telephone calls, except as noted under Allowable Incidental Expenses

Reimbursement Expense Submission Deadline

Expense claims must be submitted, with proper documentation, to an employee's supervisor at least once each calendar quarter. Due to funding period restrictions, expense claims not submitted by July 10th (for the period January 1st - June 30th) or January 10th (for the period July 1st -December 31st) cannot be reimbursed.

8.02 LIGHT REFRESHMENT AND MEALS FOR MEETINGS

Northwest Regional Council activities are supported by volunteer citizen advisory boards, committees and other public involvement. In addition, NWRC employees participate on intergovernmental and other public committees involving issues and matters important to the NWRC. It is sometimes necessary, healthy, and desirable to provide light refreshment or meals at meetings. Therefore, within reasonable limits established by the Executive Director, coffee, light refreshments, and meals may be provided for meetings, retreats, formal training sessions and community meetings involving NWRC employees, volunteers, advisory board members and NWRC members. Consultation with a member of the management team prior to purchase of light refreshments is required. Approval by the Executive Director is required prior to the provision of meals for meetings. A receipt is required for reimbursement of above expenses.

Definition: Light refreshment includes any nonalcoholic beverage such as coffee, tea, soft drinks, juice or milk, as well as edible items that may be served between meals. Examples of such items are donuts, muffins, cookies, sweet rolls, fruit, vegetables, cheese, etc. Items such as plates, cups, napkins, coffee creamer, sugar, etc. may also be purchased under this provision.

8.03 PROFESSIONAL EXPENSE REIMBURSEMENT

NWRC recognizes expenses incurred by employees to maintain licensure and credentialing associated with one's role in the agency, and will reimburse allowable expenses incurred upon presentation of a completed expense claim, as follows:

Professional Licensure Reimbursement – Nontaxable

NWRC will reimburse up to \$200 annually per behavioral health professional whose position requires professional licensing as required by WA State Department of Health per WAC 246-809-990. Positions eligible for this

reimbursement include behavioral health clinicians, behavioral health program supervisor, and the clinical director.

Documentation

Expense claims for reimbursement must include specific documentation of the business purpose and be accompanied by detailed receipts. The date of the receipt will be the claiming year and allocated to that year's allotted amount. Expenses claims must be submitted within the claiming year to be eligible for reimbursement. Claims made in a subsequent year for expenses incurred the year prior will not be eligible for reimbursement.

If an expense claim exceeds a defined annual allotted amount, fiscal staff will adjust the reimbursement accordingly.

SECTION 9: PERFORMANCE REVIEWS

9.01 PERFORMANCE STANDARDS

To achieve the NWRC's goal to train, promote, and retain the best-qualified employee for every job, the NWRC provides a formal employee performance appraisal process. The appraisal is part of an employee's official personnel file and may be a factor in determining employee development, training needs, validating selection procedures, determining pay increases, promotions, demotions and transfers. The appraisal process may also be used in coordination with planning for layoffs or termination proceedings.

The Executive Director is responsible for developing and maintaining the performance evaluation program and assuring that all positions have written descriptions. Supervisors are responsible for completing performance reviews on time and requesting approval from the Executive Director for any change/additions to position descriptions.

9.02 TRIAL SERVICE PERIOD REVIEWS

Trial service employees shall be evaluated by their supervisor prior to the end of the 6-month probationary period. As with any NWRC employee, the Executive Director may terminate the employment of a trial service employee with or without cause at any time during the trial service period.

Reviews will evaluate the employee's adjustment to employment conditions, integration with the team, job learning progress, attendance, and any other feature of the employee's job that is significant to retention decision-making and prospects of job success. During this period, each employee may receive instruction, review of work, training and any other guidance that is supportive of the employee's opportunity for success on the job.

Circumstances may require additional observation and NWRC may extend the trial service period for a specified length of time.

9.03 ANNUAL PERFORMANCE REVIEWS

All employees will be evaluated on at least an annual basis. The Executive Director may be evaluated by the NWRC. A new step within the salary range schedule is considered at the anniversary date of employment for all employees following an evaluation of successful performance and recommendation by the supervisor with approval by the Executive Director. Employees must receive a "meets expectations" rating (or above) in order to receive the next available step increase.

During the evaluation process, the supervisor will meet with the employee to discuss the employee's performance which will be documented on the

performance review form. At the conclusion of the performance review meeting, the employee will sign to acknowledge the performance review meeting. The employee will receive a copy of the performance review and the original will be placed in the employee's personnel file. Employees may provide their own comments regarding their performance review which will be placed with their review in their personnel file upon request.

If an employee's overall performance is unsatisfactory, the supervisor, in consultation with the Executive Director, may withhold the step increase or may defer the step increase for a stipulated period of time or until the employee's job performance is satisfactory. Such performance reviews may be accompanied with a disciplinary notice which describes the required improvement and timeline.

9.04 DISCRETIONARY REVIEWS

When, in the opinion of the supervisor, a gradual or marked decline in the performance of an employee occurs, the supervisor may conduct a discretionary review. This review would be used as a discussion guide to review the performance changes and identify corrections needed. Discretionary reviews will be completed and reviewed with the employee, and placed in the employee's personnel file as a means of formally recognizing the need to correct significant declines in an employee's performance. Such performance review may also be accompanied with disciplinary notices.

This review process is entirely discretionary on the part of the NWRC.

SECTION 10: CONCERN RESOLUTION AND DISCIPLINE PROCEDURES

10.01 PROCEDURES FOR RESOLUTION OF CONCERNS

The NWRC recognizes that fostering a work environment which allows employees the opportunity to openly voice their concerns, suggestions, and problems can contribute significantly to improving the overall quality of work and conditions of employment. Toward that end, the agency will support an “open door” management style and encourages employees to share their concerns, suggestions, or problems before they escalate to a more severe situation.

Employees are encouraged to contact their supervisor to discuss any concern, problem, or suggestions. Those employees who do not wish to voice their concern, problem, or suggestion in an oral, face-to-face manner may submit their concerns in writing. While the NWRC encourages employees to resolve concerns on the most immediate level, in the event the employee’s concern relates directly to the employee’s supervisor, the employee should contact the next level (i.e., the supervisor’s supervisor). When attempts have been made to resolve the situation at the previous levels, employees may bring their concerns/issues directly to the Executive Director.

10.02 DISCIPLINE GUIDELINES

The disciplinary guidelines outlined below are simply guidelines which describe in general terms the options for discipline. Supervisors and managers have the full discretion and authority to determine disciplinary action most appropriate based on the circumstances of the particular situation.

When an employee fails to adequately perform the requirements of their job or to meet reasonable standards of conduct, the supervisor will notify the employee, according to the principle of progressive discipline.

In the event that discipline is necessary, any of the following types of disciplinary actions may be used:

1. **Verbal Warning.** A verbal warning is a counseling session on the subject of the employee’s conduct, performance, or their failure to observe a guideline, policy, regulation, or administrative instruction. During this session, the supervisor will discuss NWRC expectations and the change in behavior required by the employee. The manager/supervisor will document the discussion on a “Verbal Warning Form.”
2. **Written Warning.** A written warning is a formal written disciplinary action for inadequate performance, misconduct, or violations of NWRC policy. Written reprimands will be documented on a “Corrective Action Form” and discussed with the employee.

3. **Suspension/Last Warning.** A suspension is a temporary, unpaid absence from work, which may be imposed as a result of inadequate performance, misconduct, or violations of NWRC policy. A Last Warning is a message to the employee indicating that any further unsatisfactory conduct or performance will result in termination. Last warning disciplinary action may be given when the employee is being disciplined at this level but NWRC is not requiring unpaid leave. Suspension/Last Warning reprimands will be documented on a "Corrective Action Form" and discussed with the employee.
4. **Termination.** This level of disciplinary action ends the employment relationship. A termination is documented on a "Corrective Action Form" form and discussed with the employee.

The employee will receive a copy of the disciplinary notice and all originals will be maintained in the employee's personnel file. The level of disciplinary action is evaluated on a case-by-case basis. The NWRC recognizes the benefits, in some cases, of using progressive discipline, but retains the discretion and flexibility to use the discipline it considers appropriate to any particular situation, up to and including immediate termination. Nothing in this policy is intended to change the At-Will status of NWRC employees.

10.03 PRE-TERMINATION MEETING

The Executive Director will give the employee written notice that such action may be taken and state the reasons. The employee will be provided an opportunity to respond verbally or in writing prior to any action being taken.

SECTION 11: EMPLOYMENT SEPARATION

11.01 LAYOFFS

In the event of a position elimination due to an organizational restructure, lack of funds, or other reasons outside the employee's control, the employee concerned will receive a minimum of two (2) weeks written notice from the Executive Director. The NWRC reserves the right to provide two (2) weeks compensation in lieu of written notice at the discretion of the Executive Director.

11.02 VOLUNTARY RESIGNATIONS

In case of voluntary resignation, the employee will give a minimum of two (2) worked weeks written notice to the Executive Director, unless there are extenuating circumstances and other arrangements have been made. Failure to comply with this provision shall mean forfeiture of all or part of termination vacation benefits as described in the vacation leave policy.

An employee's last day worked, whether retirement or another type of separation, will be the date of termination. Payment of all eligible vacation will occur as outlined in the vacation policy.

On occasion, the NWRC may deem it in the best interest of the organization to end the employment relationship at the time the employee provides their written notice. In such cases, the NWRC reserves the right to accept the voluntary resignation at the time it is given and compensate the employee for the notice period (two weeks or less). In such cases, the date of termination will be at the conclusion of the paid notice.

11.03 RETIREMENT

The NWRC is a member of the federal Social Security System and the Washington Public Employees Retirement System (PERS). If an employee is contemplating retirement or has questions about the retirement system they should contact the appropriate agency.

11.04 BENEFITS & COMPENSATION AT SEPARATION

Accrual of vacation and sick leave shall cease on the date of termination. Eligibility for other benefits shall also cease on the date of termination, except where coverage under specific insurance programs automatically continues to the end of a month under terms of the contract or agreement governing such insurance and except as provided for under the Consolidated Omnibus Budget Reconciliation Act (COBRA).

Regular employees who are terminating active employment shall receive, in addition to their earned salary for the last month of employment, payment on the

same payroll for all vacation accrued, but not used, at the time of their separation. Trial service employees do not receive compensation for any accrued vacation.

(Cross Reference Section 6.02, SICK LEAVE AND FAMILY CARE)

Upon retiring under PERS, the monetary equivalent of fifty-two (52) percent of an employee's accrued sick leave will be contributed to the employee's Retirement Health Savings Plan Account.

Upon separation (termination, discharge, or layoff,) but not retiring, from NWRC after 20 years or more longevity, an employee with 80 hours or more of sick leave will receive the monetary equivalent of fifty-two (52) percent of an employee's accrued sick leave will be contributed to the employee's Retirement Health Savings Plan Account. [In the event of termination of employment for gross misconduct, the employee will not be eligible for a Retirement Health Savings Plan Account.](#)

An employee who chooses not to enroll in a RHSA will forfeit accrued eligible sick leave.

In all other cases, sick leave is forfeited at the time of separation. When an employee leaves NWRC and is rehired within twelve months of separation, previously accrued and unused sick leave at the time of separation that has not been cashed out (as referenced above) will be reinstated and the previous period of employment will be counted for purposes of determining the employee's eligibility to use sick leave.

11.05 EXIT INTERVIEW

At an employee's separation, NWRC will attempt to conduct an exit interview to gain insight into the reason for the employee's separation and to identify areas in which the agency can improve selection, training, or business operations.

SECTION 12: SAFETY AND ON THE JOB INJURIES

12.01 GENERAL SAFETY

NWRC strives to provide for a healthy and safe work environment. All employees are responsible to observe and practice the highest standard of safety at all times in performing their jobs. Employees who violate safety standards or who do not perform their duties in a safe manner will be subject to disciplinary action, up to and including termination of employment.

12.02 REPORTING ON-THE-JOB INJURIES OR NEAR MISSES

Employees who are injured on the job, or whose injuries are directly related to the performance of their job duties, are required to report such injuries to their supervisor immediately, regardless of how minor the injury may be. In addition, incidents in which an employee is almost injured or suffers a near miss should also be reported. Employees need to follow these steps when injured or there is a “near miss” on the job:

1. The employee must complete the “Employee Injury/Accident Report” and return it to their immediate supervisor for review and completion of the supervisory section.
2. The employees will cooperate to their fullest extent on all accident investigation and injury inquiries.
3. If medical treatment is necessary, the employee should notify the treating physician that the injury was work-related and that the NWRC is covered under the State Worker’s Compensation Fund program.
4. The employee shall contact their supervisor as soon as possible, following a physician’s visit, to provide an update on the employee’s status and ability to return to work.
5. If the employee is injured, a return to work release from the treating physician will be required from the employee prior to returning to work.



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

Date: December 7, 2023

SUBJECT: Salary Schedule Expansion & Reclassification Recommendations

Our HR department conducted a thorough examination of our existing compensation structure in addition to several market rate analyses to uphold NWRC's compensation policy of maintaining market level salaries in order to recruit and retain qualified staff. The examination identified the following key considerations:

- The current salary structure has anywhere from 2.75% to 18.56% wage difference between ranges (ex: Range 8 is an 18.56% increase in compensation from Range 9).
- Since 2015, the NWRC Salary Schedule structure has been comprised of 10 ranges.
- The budgeted FTE count has increased 53.12% from 2015 to 2023.

By limiting our compensation and classification decisions to a structure that lacks adaptability, we limit our options for recommendations for wage related matters. This can result in compensating roles at a level that is not the most suitable. Nearly half of the existing ranges of the salary schedule have greater than a 9% increase to the next range, with the highest increase at 18.56%. By expanding the salary schedule, we can better place positions using data-driven decision making and aren't forced into an 'all or nothing' type of approach.

Given this information, we propose the following:

1. Adopt an updated Salary Schedule that consists of 20 Ranges and has 2.75% to 5.39% wage difference between ranges: The proposed salary schedule would be expanded from 10 Ranges to 20 Ranges and reduces the current 2.75%-18.56% difference between ranges to 2.75%-5.39%. This offers greater flexibility when making compensation recommendations and decisions in the future.

One such role that has been limited by the existing salary schedule is the Dementia Program Specialist (2 FTE). The Dementia Program was established in July 2021 and has been growing steadily, gaining traction in the community, and liaising with agency partnerships to expand offerings in our service region. This program has moved from a pilot program to a permanent service as moved by the state legislature last session. It's the intent that this program will

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continue to grow and evolve. In light of this, we conducted a job analysis which resulted in an updated job description, formalizing the duties and responsibilities of the role. Subsequently, a market rate analysis was conducted to determine appropriateness of the wage. Due to the nature of this role and being a program unlike any other in our area, it was challenging to find a wide range of comparable roles. We assessed local nonprofits whose focus is on dementia work, and the Aging and Long-Term Care of Eastern Washington (ALTCEW), who received the same funding to implement the same program in their service region. This analysis indicated that we are overall 2.5% behind market median, and 4.4% behind the closest comparable position at ALTCEW.

Given this information and if Motion #1 is approved, we propose the following:

1. Reclassify the Dementia Program Specialist role (2 FTE) to the new Range 14, resulting in a 3% increase: Reclassifying to the new Range 14 on the updated 2024 Salary Schedule, if approved, brings the role into alignment with market conditions and supports our initiatives to retain qualified staff in a specialized role.

These recommendations would increase 2 FTE's compensation by 3% – roughly costing \$5,100 in the first year.

PROPOSED MOTION #1:

The NWRC Governing Board authorizes the adoption of the proposed Salary Schedule, expanding to 20 Ranges effective January 1, 2024.

AND

PROPOSED MOTION #2:

The NWRC Governing Board authorizes the proposed reclassification of Dementia Program Specialist to Range 14 of the 2024 Salary Schedule effective January 1, 2024.

		(3% between steps)	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
COLA: 3.0%												
1		95,746 3,989.42	98,619 4,109.13	101,578 4,232.42	104,626 4,359.42	107,765 4,490.21	110,998 4,624.92	114,328 4,763.67	117,758 4,906.58	121,291 5,053.79	124,930 5,205.42	
2	Clinical Director Community Programs Director LTC Case Management Director Fiscal Manager Business Development Director	91,186 3,799.42	93,922 3,913.42	96,740 4,030.83	99,643 4,151.79	102,633 4,276.38	105,712 4,404.67	108,884 4,536.83	112,151 4,672.96	115,516 4,813.17	118,982 4,957.58	
3		86,607 3,608.63	89,206 3,716.92	91,883 3,828.46	94,640 3,943.33	97,480 4,061.67	100,405 4,183.54	103,418 4,309.08	106,521 4,438.38	109,717 4,571.54	113,009 4,708.71	
4	Medicaid Transportation Services Mgr. Program Admin Support Manager Administrative Manager HR Manager Behavioral Health Program Supervisor	82,877 3,453.21	85,364 3,556.83	87,925 3,663.54	90,563 3,773.46	93,280 3,886.67	96,079 4,003.29	98,962 4,123.42	101,931 4,247.13	104,989 4,374.54	108,139 4,505.79	
5		79,712 3,321.33	82,104 3,421.00	84,568 3,523.67	87,106 3,629.42	89,720 3,738.33	92,412 3,850.50	95,185 3,966.04	98,041 4,085.04	100,983 4,207.63	104,013 4,333.88	
6	Care Management Program Supervisor Community Programs Supervisor	76,830 3,201.25	79,135 3,297.29	81,510 3,396.25	83,956 3,498.17	86,475 3,603.13	89,070 3,711.25	91,743 3,822.63	94,496 3,937.33	97,331 4,055.46	100,251 4,177.13	
7	RN Case Manager/Care Coordinator IT Network Administrator Budget Administrator	73,172 3,048.83 35.18	75,368 3,140.33 36.24	77,630 3,234.58 37.33	79,959 3,331.63 38.45	82,358 3,431.58 39.60	84,829 3,534.54 40.79	87,374 3,640.58 42.01	89,996 3,749.83 43.27	92,696 3,862.33 44.57	95,477 3,978.21 45.91	
8	Planner Senior Accountant Behavioral Health Clinician - Independent Licensure or Masters level SUDP	71,215 2,967.29 34.24	73,352 3,056.33 35.27	75,553 3,148.04 36.33	77,820 3,242.50 37.42	80,155 3,339.79 38.54	82,560 3,440.00 39.70	85,037 3,543.21 40.89	87,589 3,649.54 42.12	90,217 3,759.04 43.38	92,924 3,871.83 44.68	
9	Contract Specialist Behavioral Health Clinician - Associate or Affiliate Licensure Lead Case Manager	68,397 2,849.88 32.89	70,449 2,935.38 33.87	72,563 3,023.46 34.89	74,740 3,114.17 35.94	76,983 3,207.63 37.02	79,293 3,303.88 38.13	81,672 3,403.00 39.27	84,123 3,505.13 40.45	86,647 3,610.29 41.66	89,247 3,718.63 42.91	
10		65,862 31.67	67,838 32.62	69,874 33.60	71,971 34.61	74,131 35.64	76,355 36.71	78,646 37.82	81,006 38.95	83,437 40.12	85,941 41.32	
11		63,328 30.45	65,228 31.36	67,185 32.31	69,201 33.27	71,278 34.27	73,417 35.30	75,620 36.36	77,889 37.45	80,226 38.58	82,633 39.73	
12	Case Manager Care Coordinator Information Technology Specialist	60,892 29.28	62,719 30.16	64,601 31.06	66,540 32.00	68,537 32.96	70,594 33.94	72,712 34.96	74,894 36.01	77,141 37.09	79,456 38.20	
13		59,246 28.49	61,024 29.34	62,855 30.22	64,741 31.13	66,684 32.06	68,685 33.03	70,746 34.02	72,869 35.04	75,056 36.09	77,308 37.17	
14	Dementia Program Specialist	57,520 27.66	59,246 28.49	61,024 29.34	62,855 30.22	64,741 31.13	66,684 32.06	68,685 33.03	70,746 34.02	72,869 35.04	75,056 36.09	
15	ADR Program Specialist Tribal Program Specialist Program Operations Specialist Accounting Analyst HR Specialist Outreach Specialist (2 yr temp role)	55,844 26.85	57,520 27.66	59,246 28.49	61,024 29.34	62,855 30.22	64,741 31.13	66,684 32.06	68,685 33.03	70,746 34.02	72,869 35.04	
16		52,987 25.48	54,577 26.24	56,215 27.03	57,902 27.84	59,640 28.68	61,430 29.54	63,273 30.42	65,172 31.34	67,128 32.28	69,142 33.25	
17		50,948 24.50	52,477 25.23	54,052 25.99	55,674 26.77	57,345 27.57	59,066 28.40	60,838 29.25	62,664 30.13	64,544 31.04		

NWRC Salary Schedule
Effective January 1, 2024

(3% between steps)		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
COLA: 3.0%											
1	Jail Health Nursing Supervisor ¹	96,079 4,003.29	98,962 4,123.42	101,931 4,247.13	104,989 4,374.54	108,139 4,505.79	111,384 4,641.00	114,726 4,780.25	118,168 4,923.67	121,714 5,071.42	125,366 5,223.58
2	Jail Health RN ²	86,607 41.64	89,206 42.89	91,883 44.18	94,640 45.50	97,480 46.87	100,405 48.28	103,418 49.73	106,521 51.22	109,717 52.75	113,009 54.34
2	Jail Health LPN 2	68,048 32.72	70,090 33.70	72,193 34.71	74,359 35.75	76,590 36.83	78,888 37.93	81,255 39.07	83,693 40.24	86,204 41.45	88,791 42.69
4	Jail Health Medical Assistant	45,243 21.76	46,601 22.41	48,000 23.08	49,440 23.77	50,924 24.49	52,452 25.22	54,026 25.98	55,647 26.76	57,317 27.56	59,037 28.39

¹on call \$2.00/hr

²charge duty \$1.00/hr

0.0% Market Rate Increase



To: Northwest Regional Council Governing Board
From: Amanda McDade, Executive Director
Date: December 7, 2023
Subject: NWRC 2024 – 2027 Strategic Plan – Area Plan Version

To keep our planning and budgeting across the agency synchronized as our programming and funding has become more complex, we use the NWRC 2024-2027 Strategic Plan and the NWRC overall budget as the “master” documents and base any necessary submissions to various funders on those.

As an example, to receive the 45% of our funding that comes to us from DSHS, we have created a modified version of our 2024-2027 Strategic Plan --- the Area Agency on Aging version --- that relates solely to our DSHS book of business, in a format structured with DSHS requirements that do not apply to other NWRC programs.

A full copy of this version can be found at the following link:
<https://www.nwrcwa.org/media/dynamic/files/1299-strategic-plan---final-web-format.pdf> and we will bring a handful of printed copies to the December meeting. In comparison to the overall NWRC Strategic Plan:

- The Strategic Planning/Issue Area themes are the same, except the Transportation and Jail Health objectives are not included since they are outside of DSHS’s Aging scope.
- Also important, the budget sections translate the Aging revenue and expenditure sections of the 2024 NWRC budget (again, amounting to 45% of our overall budget) into the extremely detailed DSHS budget format.
- DSHS also requires seven appendices to meet their accountability needs.

DSHS has already reviewed a draft of the Area Plan version and has not suggested changes. They require on-the record approval by the Governing Board.

Proposed Motion

The Northwest Regional Council approves the NWRC 2024-2027 Strategic Plan - Area Plan on Aging Version.

2024 Draft Meeting Schedule

NORTHWEST REGIONAL COUNCIL

(8 Elected Officials, two from each county)

Meetings begin at 10:00 AM and end at 12:00 PM

- April 18
- July 18
- December 12

NW SENIOR SERVICES BOARD

(22 members appointed by their respective counties)

Regular Meetings begin at 1:00 PM and end at 3:30 PM

- January 9
- March 12
- May 14
- July 9
- September 10
- November 12