

**STATE OF WASHINGTON
OFFICE OF THE SECRETARY OF STATE**

CONTRACT No. S-8303

By and Between

**STATE OF WASHINGTON
OFFICE OF THE SECRETARY OF STATE**

and

NONPROFIT ASSOCIATION OF WASHINGTON

Dated 7/16/2024

CONTRACT NO. S-8303

OSOS Nonprofit Corporations and Charities Training Program

This Contract ("Contract") is made and entered into by and between the State of Washington acting by and through the Office of the Secretary of State, a Washington State governmental agency ("OSOS") and Nonprofit Association of Washington, a Nonprofit Corporation ("Contractor") and is dated and effective as of 7/16/2024 ("Effective Date"). OSOS and Contractor are sometimes referred to herein individually as a "Party" and, collectively, as the "Parties."

RECITALS

- A. Pursuant to Legislative direction codified in RCW 39.26, OSOS is authorized to competitively solicit and award contracts for goods and/or services for use by OSOS.
- B. OSOS issued RFP No. 24-08 dated May 6, 2024, for the purpose of obtaining a contractor for the implementation of a comprehensive training program for charitable nonprofit organizations in accordance with its authority under RCW 39.26 (the "Competitive Solicitation").
- C. OSOS evaluated all responses to the Competitive Solicitation and identified Contractor as the Apparent Successful Contractor.
- D. OSOS has determined that entering into this Contract will meet the identified needs and be in the best interest of the State of Washington.

AGREEMENT

NOW THEREFORE, in consideration of the mutual promises, covenants, and conditions set forth herein, the Parties hereto hereby agree as follows:

- 1. Term.** The term of this Contract is for a five (5)- Year term commencing on the Effective Date and ending June 30, 2029.
- 2. SCOPE – INCLUDED SERVICES AND COST.**
 - 2.1. **CONTRACT SCOPE.** Pursuant to this Contract, Contractor is authorized to and shall provide the services and deliverables set forth in *Exhibit A – Statement of Work* at the rates and total cost set forth in *Exhibit B – Project Cost*.
 - 2.2. **STATE’S ABILITY TO MODIFY SCOPE OF CONTRACT.** Subject to mutual agreement between the Parties, OSOS reserves the right to modify the services and/or deliverables included in this Contract; *provided*, however, that any such modification shall be effective only upon ten (10) days advance written notice; and *provided further*, that any such modification must be within the scope of the Competitive Solicitation for this Contract.
- 3. CONTRACTOR REPRESENTATIONS AND WARRANTIES.** Contractor makes each of the following representations and warranties as of the effective date of this Contract and at the time of

performance pursuant to this Contract. If, at the time of performance, Contractor cannot make such representations and warranties, Contractor shall not perform and shall, within three (3) business days notify OSOS, in writing, of such breach.

- 3.1. QUALIFIED TO DO BUSINESS. Contractor represents and warrants that it is in good standing and qualified to do business in the State of Washington, that it is registered with the Washington State Department of Revenue and the Washington Secretary of State, that it possesses and shall keep current all required licenses and/or approvals, and that it is current, in full compliance, and has paid all applicable taxes owed to the State of Washington.
- 3.2. TAXES. Contractor represents and warrants that Contractor is current, in full compliance, and has paid all applicable taxes owed to the State of Washington.
- 3.3. LICENSES; CERTIFICATIONS; AUTHORIZATIONS; & APPROVALS. Contractor represents and warrants that Contractor possesses and shall keep current during the term of this Contract all required licenses, certifications, permits, authorizations, and approvals necessary for Contractor's proper performance of this Contract.
- 3.4. SUSPENSION & DEBARMENT. Contractor represents and warrants that neither it nor its principals or affiliates presently are debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any governmental Contract by any governmental department or agency within the United States.
- 3.5. WAGE VIOLATIONS. Contractor represents and warrants as previously certified in Contractor's Certification, that during the term of this Contract and the three (3) year period immediately preceding the award of the Contract, Contractor has not been determined, by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgement entered by a court of limited or general jurisdiction, to be in willful violation of any provision of Washington state wage laws set forth in RCW 49.46, 49.48, or 49.52.
- 3.6. CIVIL RIGHTS. Contractor represents and warrants that Contractor complies with all applicable requirements regarding civil rights. Such requirements prohibit discrimination against individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender identity, or national origin.
- 3.7. EXECUTIVE ORDER 18-03 – WORKERS' RIGHTS. Contractor represents and warrants, as previously certified in Contractor's Certification, that Contractor does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers. Contractor further represents and warrants that, during the term of this Contract, Contractor shall not, as a condition of employment, require its employees to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.
- 3.8. WASHINGTON SMALL BUSINESS. Contractor represents and warrants, as previously certified in Contractor's Certification, that Contractor qualifies as a Washington Small Business pursuant to RCW 39.26.010.
- 3.9. PUBLIC CONTRACTS AND PROCUREMENT FRAUD. Contractor represents and warrants that, within the three (3)-year period prior to this Contract, neither Contractor nor its principals or affiliates: (a) have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offence in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) contract under a public contract; (b) have been

in violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property; (c) are presently indicted for or otherwise criminally or civilly charged by a government entity (federal, state or local) with commission of any of the offense enumerated in subsection (b) of this provision; or (d) had one or more public contracts (federal, state or local) terminated for cause or default.

- 3.10. **PROCUREMENT ETHICS & PROHIBITION ON GIFTS.** Contractor represents and warrants that Contractor complies fully with all applicable procurement ethics restrictions including, but not limited to, restrictions against Contractor providing gifts or anything of economic value, directly or indirectly, to State employees.
- 3.11. **WASHINGTON'S STATEWIDE PAYEE DESK.** Contractor represents and warrants that Contractor is registered with Washington's Statewide Payee Desk, which registration is a condition to payment.
- 3.12. **ADVERTISING AND ENDORSEMENT.** Contractor understands and acknowledges that neither OSOS nor the State of Washington are endorsing Contractor's services or suggesting that such services are the best or only solution to their needs. Accordingly, Contractor further represents and warrants that Contractor shall make no reference to OSOS or the State of Washington in any promotional material without the prior written consent of OSOS.
- 3.13. **CONTINGENT FEES.** Contractor represents and warrants that no person or selling agent has been employed or retained to solicit or secure this Contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established agents as defined in the Federal Acquisition Regulations.
- 3.14. **FINANCIALLY SOLVENT.** Contractor represents and warrants that Contractor has not commenced bankruptcy proceedings and that there are no judgment, liens, or encumbrances of any kind affecting title to any services that are the subject of this Contract.
- 3.15. **OPERATIONAL CAPABILITY.** Contractor represents and warrants, as previously certified in Contractor's Certification, that Contractor has the operational and financial capability to perform the Contract.
- 3.16. **TOOLS, EQUIPMENT, PERSONNEL, & SUPPLIES.** Contractor represents and warrants, as previously certified in Contractor's Certification, that Contractor possess all necessary personnel to fulfill the roles outlined in the Competitive Solicitation.
- 3.17. **CONTRACT TRANSITION.** Contractor represents and warrants that, in the event this Contract is transitioned to another contractor (e.g., Contract expiration or termination), Contractor shall use commercially reasonable efforts to assist OSOS for a period of sixty (60) days to effectuate a smooth transition to another contractor to minimize disruption of service and/or costs to the State of Washington.

4. QUALITY; WARRANTY; REMEDIES.

- 4.1. **SERVICES WARRANTY.** Contractor warrants that: (a) Services will be performed in a timely, efficient, professional, and workmanlike manner; (b) all Contractor personnel assigned to perform the services will have the necessary skill and training; and (c) Services will be performed in a manner consistent with the standard of care in the industry ("Services Warranty"). The Services Warranty will survive for a period of twelve (12) months after the date when Services are completed ("Services Warranty Period").

- 4.2. SERVICES REMEDY. If the services do not comply with the Services Warranty or are in any manner found to be nonconforming during the Services Warranty Period, Contractor promptly shall remedy the non-conformance, or at OSOS's election, Contractor shall re-perform or correct the nonconforming services at no additional cost to OSOS or refund the amounts paid for the services.
- 4.3. FAILURE TO REMEDY. If Contractor does not remedy a defect or nonconformity within ten (10) calendar days after receipt of written notice from OSOS, or if an emergency exists rendering it impossible or impractical for OSOS to have Contractor provide a remedy, OSOS may, without prejudice to any other rights or remedies available to it, make or cause to be made required modifications, adjustments, or repairs, or may replace items or services, in which case Contractor shall reimburse OSOS for its actual costs or, at OSOS's option, OSOS will offset the costs incurred from amounts owing to Contractor.

5. SAFETY; SECURITY. Contractor's failure to comply with any of the requirements in this Section shall be cause for termination.

- 5.1. REGULATORY REQUIREMENTS/SAFETY. Goods and/or services supplied by Contractor shall meet all OSHA and other safety-related federal, state, and/or local regulatory agency requirements applicable to the goods and/or services.
- 5.2. MATERIAL SAFETY DATA SHEETS. As applicable, Contractor shall provide OSOS with all appropriate Material Safety Data Sheets ("MSDS") for materials used by Contractor while performing the services and any updates of the same.
- 5.3. CLEAN-UP. If Contractor, its agents, employees, or subcontractors perform onsite services, Contractor, at its cost, will remove all excess materials, equipment, packaging, and garbage within the scope of its performance of services and leave that portion of the premises in which the work was performed in a clean condition. Should Contractor fail to clean up a site after completion of work, OSOS will have the right to remove the materials and set off the cost of clean up against amounts owed to Contractor.
- 5.4. ACCIDENT AND INJURY REPORTING. If Contractor, its agents, employees, or subcontractors are present at OSOS's premises, Contractor promptly will report in writing all injuries, accidents, property damage, near-miss incidents, or any claims regarding damages or injury involving Contractor, its agents, employees, or subcontractors occurring at such premises. Contractor agrees to cooperate and assist in any OSOS investigation of incidents.
- 5.5. ON SITE REQUIREMENTS. While on OSOS premises, Contractor, its agents, employees, or subcontractors shall comply, in all respects, with OSOS's physical, fire, access, safety, and other security requirements and not interfere with OSOS operations. Contractor represents and warrants that Contractor, its agents, employees, or subcontractors who access OSOS premises will be adequately trained and at all times comply with OSOS requirements.

6. SUBCONTRACTORS.

- 6.1. CONTRACTOR RESPONSIBILITY. Notwithstanding any provision to the contrary, in the event Contractor elects to utilize subcontractors to perform this Contract, Contractor shall: (a) incorporate Contractor's responsibilities under this Contract into its subcontracts; (b) be fully responsible for the performance of any such subcontractors (regardless of tier) and ensure that subcontractors comply with each and every Contractor obligation set forth in this Contract; (c) be the sole point of contact for OSOS regarding all contractual matters;

and (d) defend, indemnify, and hold OSOS harmless in case of negligence, other tortious fault, or intentional misconduct by any such subcontractors (regardless of tier).

- 6.2. REPORTING. If Contractor is required to report to OSOS, such report(s) will include subcontractor data, by subcontractor, for any data that Contractor is required to report as well as a consolidated 'rollup' report combining Contractor and subcontractor data.
- 6.3. SUBCONTRACTOR REPRESENTATIONS AND CERTIFICATIONS. Any Contractor representations or certifications set forth in this Contract shall apply to subcontractors (at any tier) and Contractor shall not utilize any subcontractors (at any tier) who cannot provide such representations or certifications, excepting the certification to be registered with Washington's Statewide Payee Desk, unless OSOS will pay such subcontractor directly.

7. PERFORMANCE OF SERVICES.

- 7.1 PERFORMANCE REQUIREMENTS. Contractor must ensure that its services are performed as required by this Contract, including, without limitation, the requirements set forth in *Exhibit A – Statement of Work*.
- 7.2 DELIVERY OF SERVICES. Contractor understands and acknowledges that, Contractor may be required, upon request, to perform contracted services on-site at OSOS's facilities in Olympia, Washington. On-site services may include, but are not limited to, attending meetings at OSOS's location. Contractor's service rates set forth in *Exhibit B – Project Cost* shall include costs associated with the delivery of such services on-site at OSOS's location.
- 7.3 TECHNOLOGY EQUIPMENT AND ACCESS. Contractor is responsible for providing all equipment and access required to perform the services as defined in this Contract, including but not limited to video conferencing ability using webinar platforms such as Microsoft Teams and Zoom.
- 7.4 ON SITE REQUIREMENTS. While on OSOS premises, Contractor, its agents, employees, and subcontractors shall comply, in all respects, with OSOS's physical, fire, access, safety, and security requirements.
- 7.5 CONTRACTOR SAFETY PLAN. If requested by OSOS, Contractor shall provide OSOS with a copy of Contractor's current health/safety plan. OSOS reserves the right to condition access to its premises upon receipt of Contractor's health/safety plan.
- 7.6 OWNERSHIP OF DELIVERABLES. Unless otherwise provided, all Materials produced under the Contract shall be owned by Contractor and/or its Subcontractor(s). Contractor and its Subcontractor(s) hereby grant to OSOS a nonexclusive, royalty-free, irrevocable license (with rights to sublicense others) in such Materials to translate, reproduce, distribute, prepare derivative works, publicly perform, and publicly display. Contractor and its Subcontractor(s) warrant and represent that Contractor and Subcontractor(s) have all rights and permissions, including intellectual property rights, moral rights and rights of publicity, necessary to grant such a license to OSOS.

Contractor will exert all reasonable effort to advise OSOS, at the time of delivery of Materials furnished under the Contract, of all known or potential invasions of privacy contained therein and of any portion of such document which was not produced in the performance of the Contract. Contractor will provide prompt written notice to OSOS of each notice or claim of

infringement received by Contractor with respect to any data delivered under the Contract. OSOS has the right to modify or remove any restrictive markings placed upon the data by Contractor.

- 7.7 **CONTRACTOR KEY STAFF CHANGES.** Except in the case of a leave of absence, sickness, death, termination of employment or unpaid or paid leave of absence, agreed upon key staff must not be changed during the term of this Contract. Otherwise, any change in key staff must be agreed in writing between the Parties. During the term of the Contract, OSOS reserves the right to approve or disapprove of Contractor and subcontractor key staff assigned to perform services as required by this Contract, or to require the removal or reassignment of any Contractor or subcontractor key staff found unacceptable by OSOS, subject to OSOS's compliance with applicable laws and regulations. Contractor must provide OSOS with a resume of any member of its key staff or a subcontractor's key staff assigned to or proposed for any aspect of performance under this Contract prior to commencing any services.

In the event that proposed Contractor resources are unavailable to deliver the work, Contractor must staff the project with resources with equal or greater skills and capabilities, subject to approval from OSOS.

OSOS must be notified of any change in Contractor key staff as soon as practicable but in no event less than five (5) working days after removal of such staff from their duties in support of this Contract. Contractor must provide resumes and describe the roles and responsibilities of any replacement staff to OSOS as soon as practicable but in no event less than five (5) working days prior to the date that such staff begin work under this Contract. OSOS reserves the right, in its sole judgment, to approve or reject such replacement staff. OSOS's approval of such staff will not be unreasonably withheld.

8. INVOICING & PAYMENT.

- 8.1 **CONTRACTOR INVOICE.** Contractor shall submit to OSOS's designated invoicing contact properly itemized invoices for services delivered under this Contract. Such invoices shall itemize the following:
- a) Contract No. S-8303;
 - b) Contractor name, address, telephone number, and email address for billing issues (i.e., Contract Manager);
 - c) Contractor's Federal Tax Identification Number;
 - d) Description of services and deliverables provided, and date(s) of delivery;
 - e) Net invoice charges for each service or deliverable;
 - f) Applicable taxes;
 - g) Total invoice amount; and
 - h) Payment terms, including any available prompt payment discounts.
- 8.2 **CONTRACTOR INVOICES FOR PAYMENT SHALL REFLECT ACCURATE CONTRACT RATES/PRICES.** Invoices will not be processed for payment until receipt of a complete invoice as specified herein. OSOS shall have no obligation to pay Contractor for any services that do not comply with this Contract.

- 8.3 PAYMENT. Payment is the sole responsibility of, and will be made by, OSOS. Payment is due within thirty (30) days of invoice. If OSOS fails to make timely payment(s), Contractor may invoice OSOS in the amount of one percent (1%) per month on the amount overdue or a minimum of \$1. Payment will not be considered late if a check or warrant is mailed within the time specified.
- 8.4 OVERPAYMENTS. Contractor promptly shall refund to OSOS the full amount of any erroneous payment or overpayment. Such refunds shall occur within thirty (30) days of written notice to Contractor; *provided*, however, that OSOS shall have the right to elect to have either direct payments or written credit memos issued. If Contractor fails to make timely payment(s) or issuance of such credit memos, OSOS may impose a one percent (1%) per month charge on the amount overdue thirty (30) days after notice to Contractor.
- 8.5 NO ADVANCE PAYMENT. No advance payments shall be made for any products or services furnished by Contractor pursuant to this Contract.
- 8.6 NO ADDITIONAL CHARGES. Unless otherwise specified herein, Contractor shall not include or impose any additional charges including, but not limited to, charges for shipping, handling, or payment processing.
- 8.7 TAXES/FEES. Contractor promptly shall pay all applicable taxes on its operations and activities pertaining to this Contract. Failure to do so shall constitute breach of this Contract. Unless otherwise agreed, OSOS shall pay applicable sales tax imposed by the State of Washington on purchased goods and/or services. Contractor, however, shall not make any charge for federal excise taxes and OSOS agrees to furnish Contractor with an exemption certificate where appropriate.

9. CONTRACT MANAGEMENT.

- 9.1 **CONTRACT ADMINISTRATION & NOTICES.** Except for legal notices, the parties hereby designate the following contract administrators as the respective single points of contact for purposes of contract administration for this Contract. OSOS's contract administrator shall provide contract administrative oversight. Contractor's contract administrator shall be Contractor's principal contact for invoice/billing activities under this Contract. The parties may change contract administrators by written notice as set forth below. Any notices required or desired shall be in writing and sent by U.S. mail, postage prepaid, or sent via email, and shall be sent to the respective addressee at the respective address or email address set forth below or to such other address or email address as the parties may specify in writing:

OSOS:

Attn: Constance Parbon
Public and Government Affairs
Administrator
Office of the Secretary of State
PO Box 40234
Olympia, WA 98504
Tel: 360-725-0348
Email: Constance.Parbon@sos.wa.gov

Contractor:

Attn: Jennifer Chang
Director of Learning
Nonprofit Association of Washington
5601 6th Ave. S, Suite 150
Seattle, WA 98108-2556
Tel: 855-299-2922 x103
Email: jennifer@nonprofitwa.org

- 9.2 Notices shall be deemed effective upon the earlier of receipt, if mailed, or, if emailed, upon transmission to the designated email address of said addressee.
- 9.3 **LEGAL NOTICES.** Any legal notices required or desired shall be in writing and delivered by U.S. certified mail, return receipt requested, postage prepaid, or sent via email, and shall be sent to the respective addressee at the respective address or email address set forth below or to such other address or email address as the parties may specify in writing:

OSOS:

Attn: Scott A. Douglas
Director, Corporations and Charities
Division
Office of the Secretary of State
PO Box 40234
Olympia, WA 98504
Tel: 360-870-0138
Email: scott.douglas@sos.wa.gov

Contractor:

Attn: Erick Seelbach
Interim Executive Director
Nonprofit Association of Washington
5601 6th Ave. S, Suite 150
Seattle, WA 98108-2556
Tel: 855-299-2922 x101
Email: ed@nonprofitwa.org

Notices shall be deemed effective upon the earlier of receipt when delivered, or, if mailed, upon return receipt, or, if emailed, upon transmission to the designated email address of said addressee.

10. RECORDS RETENTION & AUDITS.

- 10.1 RECORDS RETENTION. Contractor shall maintain books, records, documents, and other evidence pertaining to this Contract to the extent and in such detail as shall adequately reflect performance and administration of payments and fees. Contractor shall retain such records for a period of six (6) years following expiration or termination of this Contract or final payment, whichever is later; *provided*, however, that if any litigation, claim, or audit is commenced prior to the expiration of this period, such period shall extend until all such litigation, claims, or audits have been resolved.
- 10.2 AUDIT. OSOS reserves the right to audit, or have a designated third party audit, applicable records to ensure that Contractor has properly invoiced OSOS. Accordingly, Contractor shall permit OSOS and any other duly authorized agent of a governmental agency, to audit, inspect, examine, copy and/or transcribe Contractor's books, documents, papers and records directly pertinent to this Contract for the purpose of making audits, examinations, excerpts, and transcriptions. This right shall survive for a period of six (6) years following expiration or termination of this Contract or final payment, whichever is later; *provided*, however, that if any litigation, claim, or audit is commenced prior to the expiration of this period, such period shall extend until all such litigation, claims, or audits have been resolved.
- 10.3 OVERPAYMENT OF PURCHASES. Without limiting any other remedies available to OSOS, Contractor shall reimburse OSOS for any overpayments inconsistent with the terms of this Contract, at a rate of 125% of such overpayments, found as a result of the examination of the Contractor's records.

11. INSURANCE.

- 11.1 REQUIRED INSURANCE. During the term of this Contract, Contractor, at its expense, shall maintain in full force and effect the insurance coverages set forth in *Exhibit C– Insurance Requirements*.
- 11.2 WORKERS COMPENSATION. Contractor shall comply with applicable workers compensation statutes and regulations (e.g., RCW Title 51, Industrial Insurance). If Contractor fails to provide industrial insurance coverage or fails to pay premiums or penalties on behalf of its employees as may be required by law, OSOS may terminate this Contract. This provision does not waive any of the Washington State Department of Labor and Industries (L&I) rights to collect from Contractor. In addition, Contractor waives its immunity under RCW Title 51 to the extent it is required to indemnify, defend, and hold harmless the State of Washington and its agencies, officials, agents, or employees.

12. CLAIMS.

- 12.1 ASSUMPTION OF RISKS; CLAIMS BETWEEN THE PARTIES. Contractor assumes sole responsibility and all risks of personal injury or property damage to itself and its employees and agents in connection with Contractor's operations under this Contract. OSOS has made no representations regarding any factor affecting Contractor's risks. Contractor shall pay for all damage to any OSOS property resulting directly or indirectly from its acts or omissions under this Contract, even if not attributable to negligence by Contractor or its agents.

12.2 **THIRD-PARTY CLAIMS; INDEMNITY.** To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold OSOS and its employees and agents harmless from and against all claims, demands, judgments, assessments, damages, penalties, fines, costs, liabilities or losses including, without limitation, sums paid in settlement of claims, attorneys' fees, consultant fees, and expert fees (collectively "Claims") arising out of Contractor's or its successors', agents', and subcontractors' negligence, other tortious fault, or intentional misconduct under this Contract; *provided, however*, that no right to indemnity will exist as to that portion of a Claim resulting from the sole negligence, tortious fault, or intentional misconduct of OSOS. The parties agree that if there are any limitations of Contractor's liability, including a limitation of liability clause for anyone for whom the Contractor is responsible, such limitations of liability shall not apply to injuries to persons, including death, or to damages to property. Contractor shall take all steps needed to keep OSOS's property free of liens arising from Contractor's activities, and promptly obtain or bond the release of any such liens that may be filed.

12.3 **INTELLECTUAL PROPERTY INDEMNITY.** To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold OSOS and their employees and agents harmless from against any and all Claims resulting from allegations of infringement of any patents, copyrights, trade secret, or similar intellectual property rights covering the products and/or services provided, or the use of the products and/or services under this Contract. If OSOS's use of products or services provided by Contractor is enjoined based on an intellectual property infringement Claim, Contractor shall, at its own expense, either procure for OSOS the right to continue using the products and/or services or, after consulting with OSOS and obtaining OSOS's consent, replace or modify the products and/or services with substantially similar and functionally equivalent non-infringing products and/or services.

13. DISPUTE RESOLUTION. The Parties shall cooperate to resolve any dispute pertaining to this Contract efficiently, as timely as practicable, and at the lowest possible level with authority to resolve such dispute. If, however, a dispute persists and cannot be resolved, it may be escalated within each organization. In such situation, upon notice by either Party, each Party, within five (5) business days shall reduce its description of the dispute to writing and deliver it to the other Party. The receiving Party then shall have three (3) business days to review and respond in writing. In the event that the Parties cannot then agree on a resolution of the dispute, the Parties shall schedule a conference between the respective senior manager of each organization to attempt to resolve the dispute. In the event the Parties cannot agree, either Party may resort to court to resolve the dispute.

14. TERMINATION; EXPIRATION; DEFAULT; SUSPENSION; REMEDIES.

14.1 **TERMINATION.** This Contract may be terminated: (a) upon the mutual written agreement of the Parties; (b) by the non-breaching Party where the breach is not cured within thirty (30) calendar days after written notice of breach is delivered to the breaching Party, unless a different time for cure is otherwise stated in this Contract; and (c) as otherwise expressly provided for in this Contract. This Contract shall terminate automatically and without further action if a Party becomes insolvent or is placed in receivership, reorganization, liquidation, or bankruptcy. In addition to any other available remedies, the non-breaching Party may terminate this Contract as provided in subsection (b) above without further liability by written notice to the breaching Party. A termination for breach will not affect rights or obligations accrued or owed before the effective date of the termination notice.

- 14.2 TERMINATION FOR NONAPPROPRIATION OR REDUCTION OF FUNDS OR CHANGES IN LAW. OSOS may suspend or terminate this Contract, at the sole discretion of OSOS or, as applicable, if OSOS reasonably determines that: (a) a change in Federal or State legislation or applicable laws materially affects the ability of either Party to perform under the terms of this Contract; or (b) that a change in available funds affects OSOS's ability to pay Contractor. A change of available funds as used in this section includes, but is not limited to, a change in Federal or State funding, whether as a result of a legislative act or by order of the President or the Governor. If a written notice is delivered under this provision, OSOS will reimburse Contractor for products properly ordered and/or services properly performed until the effective date of said notice. Except as stated in this provision, in the event of termination for nonappropriation or reduction of funds or changes in law, OSOS will have no obligation or liability to Contractor.
- 14.3 TERMINATION FOR PUBLIC CONVENIENCE. OSOS, for public convenience, may terminate this Contract; *provided, however*, that such termination for public convenience must, in OSOS's judgment, be in the best interest of the State of Washington; *and provided further*, that such termination for public convenience shall only be effective upon sixty (60) days prior written notice; *and provided further*, that such termination for public convenience shall not relieve OSOS from payment for products and/or services already ordered as of the effective date of such notice. Except as stated in this provision, in the event of such termination for public convenience, OSOS shall not have any obligation or liability to Contractor.
- 14.4 EXPIRATION – OSOS's Obligations. Upon expiration of this Contract, OSOS shall accept and take delivery of all outstanding and not yet fulfilled orders and pay Contractor the price as set out in the Contract.
- 14.5 EXPIRATION OR TERMINATION – Contractor's Obligations. Upon expiration or termination of this Contract, Contractor shall: (a) continue to fulfill its warranty obligations with respect to any products and/or services sold hereunder and all provisions of the Contract that, by their nature, would continue beyond the expiration, termination, or cancellation of the Contract shall so continue and survive; and (b) promptly return to OSOS all keys, badges, and other materials supplied by OSOS pursuant to this Contract.
- 14.6 DEFAULT. Any of the following events shall constitute cause for OSOS to declare Contractor in default of this Contract:
- (a) Contractor fails to perform or comply with any of the terms or conditions of this Contract;
 - (b) Contractor breaches any representation or warranty provided herein; or
 - (c) Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary.
- 14.7 SUSPENSION & TERMINATION FOR DEFAULT. OSOS may suspend Contractor's operations under this Contract immediately by written cure notice of any default. Suspension shall continue until the default is remedied to OSOS's reasonable satisfaction; Provided, however, that, if after twenty (20) days from such a suspension notice, Contractor remains in default, OSOS may terminate Contractor's rights under this Contract. All of Contractor's obligations to OSOS survive termination of Contractor's rights under this Contract, until such obligations have been fulfilled.
- 14.8 REMEDIES FOR DEFAULT.

- (a) OSOS's rights to suspend and terminate Contractor's rights under this Contract are in addition to all other available remedies.
- (b) In the event of termination for default, OSOS may exercise any remedy provided by law including, without limitation, the right to procure replacement products and/or services. In such event, Contractor shall be liable to OSOS for damages as authorized by law including, but not limited to, any price difference between the Contract price and the replacement or cover price as well as any administrative and/or transaction costs directly related to such replacement procurement – e.g., the cost of the competitive procurement.

14.9 LIMITATION ON DAMAGES. Notwithstanding any provision to the contrary, the Parties agree that in no event shall any Party be liable to the other for exemplary or punitive damages; *provided, however*, that nothing contained in this Section will in any way exclude or limit: (a) a Party's liability for all damages arising out of that Party's intentional acts or omissions; (b) the operation of any products and/or services warranty provided in this Contract; or (c) damages subject to the Intellectual Property Indemnity section of this Contract. Any limitation of either Party's obligations under this Contract, by delivery slips or other documentation is void.

14.10 SUSPENSION/TERMINATION PROCEDURE. Regardless of basis, in the event of suspension or termination (in full or in part), the Parties shall cooperate to ensure an orderly and efficient suspension or termination. Accordingly, Contractor shall deliver to OSOS all products and/or services that are complete (or with approval from OSOS, substantially complete) and OSOS shall inspect, accept, and pay for the same in accordance with this Contract. Unless directed by OSOS to the contrary, Contractor shall not process any orders after notice of suspension or termination inconsistent therewith.

15. PUBLIC INFORMATION AND PUBLIC RECORDS DISCLOSURE REQUESTS.

- 15.1. WASHINGTON'S PUBLIC RECORDS ACT. Unless statutorily exempt from public disclosure, this Contract and all related records are subject to public disclosure as required by Washington's Public Records Act, RCW 42.56.
- 15.2. CONTRACTOR OBLIGATION. Contractor shall identify and mark the precise portion(s) of the relevant page(s) of any records provided to OSOS that Contractor believes are statutorily exempt from disclosure and identify the precise statutory basis for exemption from disclosure. In addition, if, in Contractor's judgment, certain portions of such records are not statutorily exempt from disclosure but are sensitive because particular portions of Contractor's records (NOT including pricing) include highly confidential, proprietary, or trade secret information (or the equivalent) that Contractor protects through the regular use of confidentiality or similar agreements and routine enforcements through court enforcement actions, Contractor shall identify and mark the precise portion(s) of the relevant page(s) of any records that include such sensitive information.
- 15.3. OSOS'S OBLIGATION. In the event that OSOS receives a public records disclosure request pertaining to records that Contractor has submitted and marked either as (a) statutorily exempt from disclosure, or (b) sensitive, OSOS, prior to disclosure, will do the following: OSOS's Public Records Officer will review any records marked by Contractor as statutorily exempt from disclosure. In those situations, where the designation comports with the stated statutory exemption from disclosure, OSOS will redact or withhold the record(s) as appropriate. For records marked 'sensitive' or for records where OSOS determines that no

statutory exemption to disclosure applies or is unable to determine whether the stated statutory exemption to disclosure properly applies, OSOS will notify Contractor, at the address provided in the Contract, of the public records disclosure request and identify the date that OSOS intends to release the record(s) (including records marked 'sensitive' or exempt from disclosure) to the requester unless Contractor, at Contractor's sole expense, timely obtains a court order enjoining OSOS from such disclosure. In the event Contractor fails to timely file a motion for a court order enjoining such disclosure, OSOS will release the requested record(s) on the date specified. Contractor's failure properly to identify exempted or sensitive information or timely respond after notice of request for public disclosure has been given shall be deemed a waiver by Contractor of any claim that such records are exempt or protected from public disclosure.

16. GENERAL PROVISIONS.

- 16.1 TIME IS OF THE ESSENCE. Time is of the essence for each and every provision of this Contract.
- 16.2 COMPLIANCE WITH LAW. Contractor shall comply with all applicable laws.
- 16.3 INTEGRATED AGREEMENT. This Contract constitutes the entire agreement and understanding of the Parties with respect to the subject matter and supersedes all prior negotiations, representations, and understandings between them. There are no representations or understandings of any kind not set forth herein.
- 16.4 AMENDMENT OR MODIFICATION. Except as set forth herein, this Contract may not be amended or modified except in writing and signed by a duly authorized representative of each Party.
- 16.5 AUTHORITY. Each Party to this Contract, and each individual signing on behalf of each Party, hereby represents and warrants to the other that it has full power and authority to enter into this Contract and that its execution, delivery, and performance of this Contract has been fully authorized and approved, and that no further approvals or consents are required to bind such Party.
- 16.6 NO AGENCY. The Parties agree that no agency, partnership, or joint venture of any kind shall be or is intended to be created by or under this Contract. Neither Party is an agent of the other Party nor authorized to obligate it.
- 16.7 INDEPENDENT CONTRACTOR. The Parties intend that an independent contractor relationship is created by this Contract. Contractor and its employees or agents performing under this Contract are not employees or agents of OSOS. Contractor shall not have authorization, express or implied, to bind OSOS to any agreement, liability, or understanding, except as expressly set forth herein. Contractor and its employees and agents are not entitled to unemployment insurance or worker's compensation benefits through OSOS or the State of Washington and OSOS and the State of Washington will not pay for or otherwise provide such coverage for Contractor and its employees and agents.
- 16.8 ASSIGNMENTS. Contractor may not assign its rights under this Contract without OSOS's prior written consent and OSOS may consider any attempted assignment without such consent to be void; *provided, however*, that, if Contractor provides written notice to OSOS within thirty (30) days, Contractor may assign its rights under this Contract in full to any parent, subsidiary, or affiliate of Contractor that controls or is controlled by or under common control with Contractor, is merged or consolidated with Contractor, or purchases a majority or controlling interest in the ownership or assets of Contractor. Unless otherwise agreed, Contractor

guarantees prompt performance of all obligations under this Contract notwithstanding any prior assignment of its rights.

- 16.9 BINDING EFFECT; SUCCESSORS & ASSIGNS. This Contract shall be binding upon and shall inure to the benefit of the Parties hereto and their respective successors and assigns.
- 16.10 ASSIGNMENT OF ANTITRUST RIGHTS REGARDING PURCHASED PRODUCTS/SERVICES. Contractor irrevocably assigns to OSOS, on behalf of the State of Washington, any claim for relief or cause of action which the Contractor now has or which may accrue to the Contractor in the future by reason of any violation of state or federal antitrust laws in connection with any products and/or services provided in Washington for the purpose of carrying out the Contractor's obligations under this Contract, including, at OSOS's option, the right to control any such litigation on such claim for relief or cause of action.
- 16.11 FORCE MAJEURE. Except for payment of sums due, neither Party shall be liable to the other or deemed in breach under this Contract if, and to the extent that, such Party's performance of this Contract is prevented by reason of force majeure. The term "force majeure" means an occurrence that causes a delay that is beyond the control of the Party affected and could not have been avoided by exercising reasonable diligence. Force majeure shall include acts of God, war, riots, strikes, fire, floods, epidemics, or other similar occurrences. If either Party is delayed by force majeure, said Party shall provide written notification within forty-eight (48) hours. The notification shall provide evidence of the force majeure to the satisfaction of the other Party. Such delay shall cease as soon as practicable and written notification of same shall likewise be provided. So far as consistent with the rights reserved below, the time of completion shall be extended by Contract amendment for a period of time equal to the time that the results or effects of such delay prevented the delayed Party from performing in accordance with this Contract. Notwithstanding any provision to the contrary, in the event that a Contractor-declared force majeure event lasts for more than thirty (30) days, OSOS shall have the right to terminate the Contract and/or purchase the services set forth in this Contract; *provided, however*, that in such event, Contractor shall not be liable to OSOS for any price difference for such services.
- 16.12 FEDERAL FUNDS. To the extent that OSOS uses federal funds to purchase services pursuant to this Contract, OSOS shall specify any applicable requirement or certification that must be satisfied by Contractor as a condition of payment and Contractor shall adhere to such applicable federal requirements and/or certifications.
- 16.13 SEVERABILITY. If any provision of this Contract is held to be invalid or unenforceable, such provision shall not affect or invalidate the remainder of this Contract, and to this end the provisions of this Contract are declared to be severable. If such invalidity becomes known or apparent to the Parties, the Parties agree to negotiate promptly in good faith in an attempt to amend such provision as nearly as possible to be consistent with the intent of this Contract.
- 16.14 WAIVER. The failure of either Party to insist upon the strict performance of any of the terms and conditions hereof, or failure to exercise any rights or remedies provided herein or by law, or to notify the other Party in the event of breach, shall not release the other Party of any of its obligations under this Contract, nor shall any purported oral modification or rescission of this Contract by either Party operate as a waiver of any of the terms hereof. No waiver by either Party of any breach, default, or violation of any term, warranty, representation, contract, covenant, right, condition, or provision hereof shall constitute waiver of any

subsequent breach, default, or violation of the same or other term, warranty, representation, contract, covenant, right, condition, or provision.

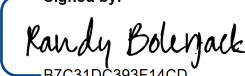
- 16.15 SURVIVAL. All representations, warranties, covenants, agreements, and indemnities set forth in or otherwise made pursuant to this Contract shall survive and remain in effect following the expiration or termination of this Contract; *provided, however*, that nothing herein is intended to extend the survival beyond any applicable statute of limitations periods.
- 16.16 GOVERNING LAW. The validity, construction, performance, and enforcement of this Contract shall be governed by and construed in accordance with the laws of the State of Washington, without regard to its choice of law rules.
- 16.17 JURISDICTION & VENUE. In the event that any action is brought to enforce any provision of this Contract, the Parties agree to submit to exclusive jurisdiction in Thurston County Superior Court for the State of Washington and agree that in any such action venue shall lie exclusively at Olympia, Washington.
- 16.18 ATTORNEYS' FEES. In the event of litigation or other action brought to enforce the terms of this Contract or alternative dispute process, each Party agrees to bear its own attorneys' fees and costs.
- 16.19 FAIR CONSTRUCTION & INTERPRETATION. The provisions of this Contract shall be construed as a whole according to their common meaning and not strictly for or against any Party and consistent with the provisions contained herein in order to achieve the objectives and purposes of this Contract. Each Party hereto and its counsel has reviewed and revised this Contract and agrees that the rule of construction to the effect that any ambiguities are to be resolved against the drafting Party shall not apply in the interpretation of this Contract. Each term and provision of this Contract to be performed by either Party shall be construed to be both a covenant and a condition.
- 16.20 FURTHER ASSURANCES. In addition to the actions specifically mentioned in this Contract, the Parties shall each do whatever may reasonably be necessary to accomplish the transactions contemplated in this Contract including, without limitation, executing any additional documents reasonably necessary to effectuate the provisions and purposes of this Contract.
- 16.21 EXHIBITS. All exhibits referred to herein are deemed to be incorporated in this Contract in their entirety.
- 16.22 CAPTIONS & HEADINGS. The captions and headings in this Contract are for convenience only and are not intended to, and shall not be construed to, limit, enlarge, or affect the scope or intent of this Contract nor the meaning of any provisions hereof.
- 16.23 ELECTRONIC SIGNATURES. An electronic signature or electronic record of this Contract or any other ancillary agreement shall be deemed to have the same legal effect as delivery of an original executed copy of this Contract or such other ancillary agreement for all purposes.

16.24 COUNTERPARTS. This Contract may be executed in any number of counterparts, each of which shall be deemed an original and all of which counterparts together shall constitute the same instrument which may be sufficiently evidenced by one counterpart. Execution of this Contract at different times and places by the Parties shall not affect the validity thereof so long as all the Parties hereto execute a counterpart of this Contract.

EXECUTED as of the date and year first above written.

OSOS:

**STATE OF WASHINGTON
OFFICE OF THE SECRETARY OF STATE**

Signed by:

B7C31DC393F14CD...

By: Randy Bolerjack

Its: Deputy Secretary of State

CONTRACTOR:

Nonprofit Association of Washington

Signed by:

5259A0E3F8F8421...

By: Erick Seelbach

Its: Interim Executive Director



**Nonprofit Association
of Washington**

Learn. Advocate. Collaborate.

Exhibit A

STATEMENT OF WORK

CONTENTS

A.	Project Approach/Methodology	1
	Relevance	2
	Comprehension & Adoption	3
	Reach	3
	Equity & Accessibility	4
B.	Work Plan	4
	Communications	4
	Conference	5
	In-Person Trainings & Support	6
	Nonprofit Support	10
	Online Training & Support	10
	Resource Development	17
	Year 1: Strategic Planning in Nonprofits Refresh & Enhancements	17
	Year 2: Tools for Running an Effective Nonprofit Refresh & Enhancements	18
	Year 3 & Year 4: Nonprofit Fundamentals Refresh & Enhancements	18
	Year 5: New Toolkit Development	19
	Project Management	19
	OSOS Staff Involvement	19
	Logistics	20
C.	Project Schedule	21
D.	Deliverables	23
E.	Outcomes & Performance Measurement	27
F.	Risks	28

A. Project Approach/Methodology

NAWA will develop, organize, and implement a training program for nonprofit corporations and charities over the next five years as well as actively collaborate and engage with OSOS and the Charities Advisory Council (CAC) on identified future educational needs. We reach nonprofits in all Washington counties, and we partner with community-based organizations, nonprofit practitioners, and learning specialists to bring the strongest approaches and resources to training and development opportunities for nonprofits.

NAWA's community engagement efforts ground our learning program approach. Community-based partners around the state including other nonprofits, chambers of commerce, and experienced training providers are key to our successful learning program. Our virtual spaces – like [NAWA's Community Slack workspace](#) and Rural Gatherings – contribute to our ability to engage and support rural and geographically isolated communities to identify and meet the training and outreach needs of these nonprofits, charities, and their board members. NAWA's Community Slack workspace has grown to nearly 1,000 participants and features over two dozen channels on topics including boards, finance, fundraising, and volunteer management, as well as specific regional channels for rural and geographically isolated communities. Since starting online Rural Gatherings in 2021, this learning and engagement space has reached over 600 people. Throughout the Project Approach/Methodology section, we emphasize NAWA's learning and community engagement programs that strengthen our approach to equity and our reach into rural, geographically isolated, and underserved communities.

RELEVANCE

NAWA delivers learning programming in a variety of methods that support where, why, and how people learn and connect with content. People learn through workshop spaces (virtually and in-person), alongside their peers, and individually through self-directed content. The proposed comprehensive training program provides learning opportunities on foundational topics of nonprofit governance, finance, legal, and strategic planning as well as allows for learning-based gatherings and flexibility each year to meet the evolving needs of nonprofits across the life of the contract.

Reasons for wanting or needing to participate in a learning program vary. Whether the need is to learn something new, learn more about a specific topic, apply and practice something previously learned, problem solve, or address an organizational change, the breadth of offerings and approaches in the proposed training program works to meet an array of needs. NAWA's learning program aims to give participants what they need when they need it.

We seek to provide learning spaces that support participants who may be beginner, intermediate, or advanced in their needs. We think about each level in the following ways.

- **Beginner:** Participants will increase their understanding and be able to apply foundational practices.
- **Intermediate:** Participants will expand their toolbox of practices and deepen strategic insights at the individual and organizational levels.
- **Advanced:** Integrating their experiences and perspectives from all parts of life, participants will innovate their practices and move beyond traditional systems and approaches.

From our Nonprofit Fundamentals (*Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal*) to our Nonprofit Innovation Summits, NAWA's learning programming elevates the practices of nonprofit and charitable organizations across Washington by offering content at a variety of learning levels. Each learning space is an occasion to demonstrate the connection between topics. For example, a workshop on collaborative fund development is an opportunity to speak about revenue diversification and finance practices or board governance and engagement, which effectively ties the workshop topic back to foundational nonprofit principles.

Geared towards action and continued improvement throughout the sector, NAWA creates learning spaces that identify the knowledge and skills needed to take on next steps along with offering applicable resources and ongoing support. NAWA's Learning Library includes a rich collection of resources like template documents, worksheets, sample policies, and more. Available guides on the site provide relevant materials, and we produce new resources and increase digital interactivity regularly.

By deepening relationships with community-based partners and prioritizing collaboration with organizations serving rural, geographically isolated, and underrepresented communities, we receive input that improves the relevance of our learning programming. Also, feedback received directly from

participants through post-event evaluations supports continuous improvement of programming and generates ideas for relevant, timely workshop topics.

COMPREHENSION & ADOPTION

The impact of single workshops may be limited even if they are well-timed and culturally relevant. Extending beyond a single workshop session takes learning to the next level – going from just receiving information to understanding and adopting principles that lead to behavior change. We support this by reinforcing educational content in gatherings, creating connection spaces such as NAWA's Community Slack workspace, and offering more informal spaces for thought partnership to explore challenges and opportunities encountered when implementing practices learned. Community engagement-based activities that aid comprehension and adoption are a value-add of having a nonprofit training program embedded in a state association that integrates learning with other services.

REACH

NAWA is a national leader in developing nonprofit learning tools and programming that lead to action, evidenced by numerous NAWA materials featured on the National Council of Nonprofits resource pages. As a member of the National Council of Nonprofits and Independent Sector, two national organizations, NAWA has access to resources, peer networks, and learning opportunities nationwide. Specific learning opportunities include select webinars hosted by other National Council of Nonprofits member associations that we get to share with Washington nonprofits, which expands the breadth of our virtual training offerings. NAWA's national affiliations regularly expose our team to new practices, content, and thought partnership.

NAWA's reach also includes a community of high-quality trainers and facilitators, nonprofit experts, and practitioners who value excellence and action-oriented training for adult learners. We actively work with trainers to refine the presentation and teaching of content to maximize learning through interactivity, reflective practices, peer support, and accessibility approaches.

Building meaningful relationships with communities and developing partnerships with organizations serving rural, geographically isolated, and underrepresented communities extends NAWA's reach far beyond anything we could attain through typical communications channels. We partner with trusted community organizations to disseminate content statewide and to targeted communities, especially rural and geographically isolated communities. These relationships help get learning opportunities and resources to communities who would otherwise not be aware or not feel welcomed/represented.

Another core component of NAWA's approach and reach is our Community Engager partners. These statewide and place-based partner organizations are crucial to reaching rural, geographically isolated, and underrepresented communities. We plan to activate six Community Engager organizations each year, and the partner organizations identified will depend on learning and community needs. The proposed Community Engager partners are further outlined in section B. Work Plan.

EQUITY & ACCESSIBILITY

NAWA is committed to expanding our leadership in learning and supporting diversity, equity, inclusion, and accessibility for our state's nonprofit organizations. We will continue to grow and nurture our pool of nonprofit experts, trainers, and practitioners to reflect Washington state communities with a focus on a breadth of lived experiences and representation from underrepresented identities. As stated previously, we are also deepening and building partnerships with organizations serving rural, geographically isolated, and underrepresented communities to develop culturally relevant communications and intentional input opportunities to improve NAWA's learning programming.

We work to create welcoming and inclusive learning spaces for people of all abilities. Over the last few years, NAWA has implemented practices to improve the accessibility of our learning spaces, provided accessibility training for nonprofits, offered accessibility learning specifically for Washington State Nonprofit Conference presenters, and completed an accessibility audit and action plan as part of the Nonprofit Fundamentals enhancement work. Our goal is to implement practices that help all participants be better prepared for learning and able to fully participate. Outlined in the proposed Work Plan is funding to continue accessibility efforts including provision of live captioning at major events and language interpretation, ASL interpretation, or other participant accessibility requests received throughout the contract period.

B. Work Plan

NAWA's Work Plan uses our Nonprofit Fundamentals curriculum to meet foundational training demands, acknowledges the need to provide flexibility each year to meet the evolving needs of nonprofits across the life of the contract, engages a network of community partners throughout the state, and balances in-person, virtual, and self-directed opportunities.

COMMUNICATIONS

Communications is integral to our ability to reach people, share important topical information, and stay connected with nonprofits across the state. We promote events and resources outlined in this Statement of Work through quarterly emails to all nonprofits in Washington (our June 2024 message went to about 53,000 recipients). Across the period of performance, we propose 20 total quarterly emails. NAWA values the opportunity to regularly update this distribution list by integrating new data from OSOS. We also send a monthly learning opportunities email, which is received by about 10,000 recipients, and includes events outlined in this Statement of Work as well as additional learning opportunities provided by NAWA and others in the nonprofit community.

Another component of our communications strategy is social media. NAWA uses Facebook (about 4,300 followers and 3,600 page likes), LinkedIn (about 4,400 followers), and Instagram (about 1,700 followers) to share information and engage with our community. The Work Plan includes funding to support 12 social media posts a year (60 total posts), although each of NAWA's learning events receives multiple social media posts to help with outreach and engagement. In addition, we work with community partners to promote learning opportunities, and depending on the event, we may use ads in local newspapers, postcard outreach, or flyer distribution.

Additional annual items in the Communications category are printing, accessibility, and website and virtual platform upkeep and improvements. Printed resources and workshop materials remain an integral component of in-person learning spaces and serve as valuable learning tools. Accessibility fund allocations in the Work Plan allow for items like live captioning at major events (such as the Washington State Nonprofit Conference), language and ASL interpretation requests, document translation support, [Wordly](#) automated translation services, and other participant accessibility requests received. Along with live simultaneous interpretation, we began using Wordly in 2023 to expand our ability to meet language access requests online and in-person.

Our web-based approach allows NAWA to maintain a website with resources, information, and on-demand training for nonprofits and charities statewide. We provide a robust Learning Library, a Vimeo site for learning videos and webinar recordings, Zoom for online events, and other online engagement platforms like Mentimeter. The deliverable related to website and virtual platform upkeep and improvements is critical to maintaining these web-based resources as well as the continued enhancement of how materials are presented and accessed digitally. To preserve a high level of functionality and to extend the overall life of NAWA's website, the Work Plan includes funding in Year 4 to assist with a website refresh. Refreshes to the website are required to update outdated coding, improve navigation, and enhance user experience.

CONFERENCE

Conferences provide a larger platform to uplift innovative and adaptive stories from the field, push the sector's collective thinking, and reinforce nonprofit fundamentals. The Washington State Nonprofit Conference is a cornerstone of NAWA's comprehensive nonprofit training program. Over the last 30 years, the Conference has grown into the largest annual gathering of nonprofit leaders across all fields of service. Since 2013, NAWA has proudly served as the lead organizer, continuing to build on the Conference's legacy of learning, connection, and action. In May 2024, we hosted nearly 730 total registrants across a unique variety of online and in-person experiences. Three days of online Conference content included two keynote speakers, 24 concurrent workshops, seven partner showcases, 13 on-demand webinars, and eight Ask Me Anything sessions. The online content was followed by three in-person Regional Celebrations (Tri-Cities, Spokane, and Seattle) with over 470 registrants opting to join these events to further their learning and networking.

The Work Plan outlines an OSOS sponsor package for the annual Washington State Nonprofit Conference. The sponsorship funding is essential for providing registration scholarships. Priority scholarship funding is given to individuals from rural and geographically isolated communities, small nonprofits, tribal organizations, BIPOC people, and emerging leaders.

Annual OSOS sponsor package details include:

- At least 75 registration scholarships anticipated annually (depending on Conference format and applications received)
- Shared OSOS and Attorney General's Office exhibitor table
- One presentation opportunity up to 75-minutes for OSOS and/or Attorney General's Office to share key compliance information
- Up to seven All Access Passes for OSOS and/or Attorney General's Office staff

IN-PERSON TRAININGS & SUPPORT

For 2024 – 2029, we are pleased to propose 83 total in-person learning events. The proposed opportunities are a mix of foundational topics (boards, finance, legal, and advocacy), Spanish-language workshops, and full-day workshops including *Tools for Running an Effective Nonprofit* and *Strategic Planning in Nonprofits*. Due to the number of events and wide variety of topics presented, we will use both NAWA team members and training partners across the state to deliver workshops. NAWA's in-person trainings are highly interactive with wrap-around support emails before and after events.

From Centralia to Newport to Wenatchee, we lead informative, engaging, and action-oriented half-day and full-day workshops on a variety of topics, as well as less formal gatherings focused on learning and engagement. Whenever possible we partner with a local community-based organization to expand the overall reach. Through our partnerships with community foundations around the state, we anticipate hosting about ten additional in-person learning events per year that will complement the workshops outlined in this Statement of Work. Since 2013, NAWA has hosted in-person trainings and gatherings across Washington visiting many rural and geographically isolated communities.

In-Person Training Location Summary Table

Region & Counties	Cities
Northwest (Whatcom, Skagit, and San Juan)	Bellingham Burlington Friday Harbor Orcas Island Mt. Vernon
North Puget Sound (Island, Snohomish, and King)	Auburn Bellevue Coupeville Everett Kent Lynnwood Monroe Redmond Seattle Stanwood Vashon Island
South Puget Sound (Mason, Pierce, Thurston, and Lewis)	Belfair Centralia Chehalis Lacey Olympia Salkum Shelton Tacoma
Southwest (Wahkiakum, Cowlitz, Clark, and Skamania)	Battle Ground Longview Stevenson Vancouver
Peninsula/Coastal (Clallam, Jefferson, Kitsap, Grays Harbor, and Pacific)	Aberdeen Bainbridge Island Hoquiam Ilwaco Long Beach Poulsbo Sequim South Bend
North Central (Okanogan, Chelan, Douglas, and Grant)	Ephrata Moses Lake Twisp Wenatchee
South Central (Kittitas, Yakima, Klickitat, Benton, Franklin, and Walla Walla)	Ellensburg Prosser Walla Walla White Salmon Yakima
Northeast (Ferry, Stevens, Pend Oreille, Lincoln, and Spokane)	Colville Davenport Newport Republic Spokane
Southeast (Adams, Whitman, Garfield, Columbia, and Asotin)	Colfax Pullman

NAWA frequently offers our Nonprofit Fundamentals workshops – *Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal* – in the same community over a period of time. Depending on a participant's needs, they can sign-up for the series or join an individual workshop(s) to fit their needs. For those who attend multiple workshops in the series there is an opportunity for network building, reflection between sessions, and taking action and sharing what they learned at a future session.

Half-Day Training Summary:

Training Topic & Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Nonprofit Fundamentals – Boards in Gear: Boards play a vital role in the success of any nonprofit. Designed to provide actionable information and tools to elevate board practices, <i>Boards in Gear</i> covers connection to cause, responsibilities, board composition and development, board operations, and fundraising.	3	3	3	3	3	15
Nonprofit Fundamentals – Finance Unlocked for Nonprofits: Approaching nonprofit finance in a welcoming way, <i>Finance Unlocked for Nonprofits</i> (FUN) aims to help participants unlock their financial literacy. FUN covers the balance sheet, income statement, IRS Form 990, giving, and oversight.	3	3	3	3	3	15
Nonprofit Fundamentals – Let's Go Legal: Law is complicated and can seem like a maze of rules. <i>Let's Go Legal</i> helps nonprofits stay compliant as they work to achieve their missions. <i>Let's Go Legal</i> covers state law, federal law, fundraising, employment law, and intellectual property.	3	3	3	3	3	15
Spanish-Language Workshops: NAWA continues to develop our resources and learning offerings available in Spanish as well as strengthen relationships with Latiné-serving partner organizations. Working closely with our proposed subcontractor, Latino Community Fund, we will shape learning experiences either fully in Spanish or bilingual (Spanish/English) based on their guidance. Workshops developed will focus on board governance, finance, regulatory items, or other foundational topics.	2	2	2	2	2	10
Advocacy Building Blocks: Advocacy is a powerful way for nonprofits to make their voice heard, and nonprofits are often not aware they can legally advocate. In the Advocacy Building Blocks workshop we dispel myths, help nonprofits comply with public disclosure rules, and build off the information presented in <i>Let's Go Legal</i> .	2	2	2	2	2	10
Total Proposed Half-Day Trainings (2024-2029)						65

Full-Day Training Summary:

Training Topic & Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<u>Strategic Planning in Nonprofits (SPiN)</u> : Strategic planning aligns a nonprofit's people and resources around a plan to achieve the organization's mission. The SPiN workshop covers the six phases of the planning process – preparing, listening, envisioning, planning, executing, and evaluating. Participants emerge with the tools and confidence to develop a strategic plan for their nonprofit.	N/A	2	2	2	2	8
<u>Tools for Running an Effective Nonprofit (Tools)</u> : The Tools workshop is for leaders of all or mostly volunteer-run organizations wanting to learn the basics on how to deliver on their nonprofit's mission. Tools covers the fundamentals of running a small nonprofit by drawing from NAWA's four toolkits on boards, finance, law, and strategic planning. The workshop helps participants map out concrete next steps for strengthening their organization.	2	2	2	2	2	10
Total Proposed Full-Day Trainings (2024-2029)						18

NONPROFIT SUPPORT

We understand the need for local place-based efforts and programs for rural communities and people with marginalized and intersectional identities. Building meaningful relationships with the community and developing locally-based partnerships extends NAWA's reach and deepens our ability to support nonprofits throughout Washington, especially in rural, geographically isolated, and other hard-to-reach communities. Through community partnerships, we can further learning and nonprofit support beyond individual training sessions.

The nonprofit support category of the Work Plan focuses on our Community Engager partner organizations. Community Engagers provide community-based nonprofit technical assistance through means they deem most relevant and needed for the communities they serve. Technical support may consist of in-person or online workshops, one-on-one consultations, network gatherings, or other approaches identified by the partner organization as best suited for their community.

Throughout the life of the contract, we plan to activate six Community Engager partner organizations per year. We propose working with two Community Engager partners who have statewide reach (Communities Rise and 501 Commons), and then each year engaging four additional partner organizations that serve rural, geographically isolated, and/or other hard-to-reach communities. Future Community Engager partners may include: Community Health Worker Coalition for Migrants and Refugees, Greater Vancouver Chamber, Olympic View Community Foundation, Pullman Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce, and Yakima Valley Community Foundation.

We anticipate Community Engager partners will complete upwards of 60 nonprofit clinics, workshops, and/or learning-oriented gatherings throughout the full contract period. As a Community Engager partner, 501 Commons plans to offer two workshops each year (topics will focus on human resources and cybersecurity), as well as provide nonprofit advisory services including one-on-one consultations and general inquiry assistance. Communities Rise's focus as a Community Engager is on grantwriting and fundraising clinics and workshops. Communities Rise is also our longstanding legal partner for our online *Let's Go Legal* webinars.

NAWA will have formal contracts with all subcontractors that outline expectations, and all subcontractors will be confirmed with OSOS prior to contracting.

ONLINE TRAINING & SUPPORT

Online training and support allow us to reach people anywhere in the state through synchronous and asynchronous learning. Individuals or nonprofit teams can join a live webinar or watch archived webinars and self-directed learning module videos at any time. The webinar recordings and learning module videos available on NAWA's Learning Library are an important part of self-directed training for nonprofit

leaders in rural areas or those unable to attend live events. NAWA's online offerings are supplemented by learning partnerships with national educators like MindEdge and Tech Impact. As a member of the National Council of Nonprofits, NAWA also complements our learning offerings through a shared webinar program that provides access to online events hosted by other state associations around the country.

NAWA works to produce creative and engaging online learning spaces that integrate interactive tools like Mentimeter. All registrants receive wrap-around support communications that include pre- and post-event messages. For 2024 – 2029, we propose 138 virtual learning events across 174 individual web-based sessions. Some online learning events will occur in one session, while others are better suited for multi-part series.

Single Session Webinar Summary:

Webinar Topic & Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Nonprofit Fundamentals – Boards in Gear: Boards play a vital role in the success of any nonprofit. Designed to provide actionable information and tools to elevate board practices, <i>Boards in Gear</i> covers connection to cause, responsibilities, board composition and development, board operations, and fundraising.	3	3	3	3	3	15
Nonprofit Fundamentals – Finance Unlocked for Nonprofits: Approaching nonprofit finance in a welcoming way, <i>Finance Unlocked for Nonprofits</i> (FUN) aims to help participants unlock their financial literacy. FUN covers the balance sheet, income statement, IRS Form 990, giving, and oversight.	3	3	3	3	3	15
Nonprofit Fundamentals – Let's Go Legal: Law is complicated and can seem like a maze of rules. <i>Let's Go Legal</i> helps nonprofits stay compliant as they work to achieve their missions. <i>Let's Go Legal</i> covers state law, federal law, fundraising, employment law, and intellectual property.	3	3	3	3	3	15
Advocacy Building Blocks: Advocacy is a powerful way for nonprofits to make their voice heard, and nonprofits are often not aware they can legally advocate. In the Advocacy Building Blocks workshop we dispel myths, help nonprofits comply with public disclosure rules, and build off the information presented in <i>Let's Go Legal</i> .	1	1	1	1	1	5
Spanish-Language Webinar: NAWA continues to develop our resources and learning offerings available in Spanish as well as strengthen relationships with Latiné-serving partner organizations. Working closely with our proposed subcontractor, Latino Community Fund, we will shape learning experiences either fully in Spanish or bilingual (Spanish/English) based on their guidance. Webinars developed will focus on board governance, finance, regulatory items, or other foundational topics.	1	1	1	1	1	5

Other Topic Webinars: With a five-year period of performance, the ability to be responsive to nonprofit needs and wants is imperative. Including Other Topic Webinars allows NAWA to address emerging topics and trends, fill identified service gaps, and convey key messages related to compliance through connected topics. Looking back at the last five years, we know organizational learning needs can change quickly as local, national, and global events shape the landscape in which we work.	2	2	2	2	2	10
Total Proposed Single Session Webinars (2024-2029)						65

Multi-Session Webinar Summary:

Webinar Topic & Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Train the Trainer: A broad group of trainers, facilitators, consultants, and practitioners hold nonprofit learning and engagement spaces every day. The Train the Trainer series is an opportunity to strengthen our collective training skills, refresh our understanding of principles of adult learning, and acquire new strategies. Train the Trainer also includes an accessibility training specifically for Washington State Nonprofit Conference presenters.	1	1	1	1	1	5
<u>Tools for Running an Effective Nonprofit (Tools):</u> Across three sessions, the Tools webinar series serves as a “nonprofit 101” learning opportunity. The Tools workshop is ideal for leaders of all or mostly volunteer-run organizations wanting to learn the basics. Tools covers the fundamentals of running a small nonprofit by drawing from NAWA’s four toolkits on boards, finance, law, and strategic planning.	1	1	1	1	1	5
<u>Strategic Planning in Nonprofits (SPiN):</u> Strategic planning aligns a nonprofit’s people and resources around a plan to achieve the organization’s mission. Through three sessions, the SPiN webinar series covers the six phases of the planning process – preparing, listening, envisioning, planning, executing, and evaluating.	N/A	2	2	2	2	8
Total Proposed Multi-Session Webinars (2024-2029)						18

Nonprofit Innovation Summits Summary:

Nonprofit Innovation Summits Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Nonprofit Innovation Summits: Launched in 2022, Nonprofit Innovation Summits provide a focused experience for deeper learning and examination of a single topic from multiple perspectives. The goal is to provide a more advanced learning space for leaders looking to innovate their nonprofit practices. Spread over a single day, the Summits are intensive, interactive virtual sessions lasting four to five hours. To date, about 600 participants have attended Summits. Past topics include reinventing boards, leadership succession, centering equity in fundraising, overcoming burnout, and liberatory boards – a new framework.	2	2	2	2	2	10
Total Proposed Nonprofit Innovation Summits (2024-2029)						10

Gatherings & Office Hours Summary:

Gatherings & Office Hours Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Rural Gatherings: Rural nonprofits face a multitude of barriers in building relationships with other nonprofits around the state and making connections with resources to support their organization's efforts. NAWA hosts virtual gatherings for nonprofit leaders working in rural parts of Washington to support networking, connection, and learning. Through prior Rural Gatherings, we developed an audience of over 600 rural nonprofit contacts that we expect will continue to grow.	4	4	4	4	4	20
Executive Director Gatherings: The role of a nonprofit executive director is full of challenges and opportunities, and often those holding this pivotal position feel isolated and alone in their journey. These 2-hour gatherings will provide executive directors with the chance to learn together, support each other, and share wisdom. The proposed gatherings will allow executive directors to pause, learn, and connect with others who may understand their situation.	3	3	3	3	3	15
Let's Go Legal Office Hours: <i>Let's Go Legal</i> Office Hours will provide a valuable supplement to the <i>Let's Go Legal</i> webinars. There is a need for deeper support beyond the <i>Lets' Go Legal</i> webinars. Although some participants are ready to go after the webinar, others share feelings of being overwhelmed or uncertain of what to do next. The Office Hours will provide participants with a way to access one-on-one specialized support with a Communities Rise staff attorney. Offered across a two-hour period, participants will complete a brief intake form to schedule a 20-minute appointment. Individuals needing more assistance will be directed to Communities Rise's more extensive legal services.	2	2	2	2	2	10
Total Proposed Gatherings and Office Hours (2024-2029)						45

RESOURCE DEVELOPMENT

Nonprofits need accurate and up-to-date resources to support their governance, finance, and compliance efforts. By building a solid foundation, organizations can develop and progress on their own terms. This is why NAWA's team works tirelessly to curate and maintain a range of materials that include guides, videos, templates, worksheets, and samples. We believe that active, ongoing learning is essential for any nonprofit, and that improving accessibility and increasing digital interactivity of our materials is critical to supporting all nonprofits in achieving their mission. Exceptional web-based resources are also vital for reaching rural and geographically isolated communities.

The world and landscape that nonprofits exist within is constantly changing, and NAWA strives to ensure our foundational materials are up-to-date and responsive to current needs and wants. This means that intentional review, updates, and enhancements is required every few years. Also, how people engage with resources changes over time, and making materials available in new and improved formats is important to individual learners and their organizations. When approaching curriculum refreshes and enhancements, we work with the following goals in mind.

- **Provide the most accurate and up-to-date information.** This is especially important for any content focused on legal, financial, or other regulatory issues.
- **Reflect the diversity of the nonprofit sector in Washington.** We aim to create resources that are reflective of our community that incorporate the voices, experiences, and perspectives of local nonprofit leaders.
- **Enhance accessibility and digital functionality.** Our goal is to implement accessibility practices that help all participants have their best learning experience and have access to the content in formats that work best for them.
- **Reflect current consumer habits.** How people learn and take-in content changes, particularly online. Revising and refreshing the format of materials to better meet current demands is important.

The following section outlines our proposed resource development work for each year of the contract.

Year 1: Strategic Planning in Nonprofits Refresh & Enhancements

Strategic planning aligns a nonprofit's people and resources around a plan to achieve the organization's mission, and the strategic planning process can be intimidating to many nonprofits. The right strategic alignment of people, funds, resources, and partnerships sets nonprofits up for success. Originally developed in 2016, *Strategic Planning in Nonprofits* (SPiN) covers the six phases of the planning process – prepare, listen, envision, plan, execute, and evaluate. The SPiN curriculum is currently available on-demand in our Learning Library and is provided as a three-part virtual series once year. In Year 1, we propose a full refresh and enhancement process of the SPiN curriculum before expanding access to this valuable content through in-person and online trainings in Years 2-5.

Specific proposed activities include:

- Full review and updates of the SPiN guide and companion materials including PowerPoint presentations, activities, worksheets, and templates
- Refresh associated SPiN graphics and document layout for improved functionality
- Production of new SPiN videos to enhance the on-demand learning experience
- Transition updated SPiN content to NAWA's learning management system, LearnDash, to provide an interactive online course option

Year 2: Tools for Running an Effective Nonprofit Refresh & Enhancements

Tools for Running an Effective Nonprofit (Tools) pulls content from NAWA's boards, finance, legal, and strategic planning resources to provide an overarching "nonprofit 101" learning opportunity. The Tools curriculum and training are ideal for leaders of all or mostly volunteer-run organizations wanting to learn the basics on how to deliver on their nonprofit's mission. Created in 2018, Tools helps participants map out concrete next steps for strengthening their organization while covering foundational content like legal and financial rules, budgeting, evaluation, volunteers, fundraising, and grant readiness. In 2020, NAWA released the [Tools materials in Spanish](#).

Specific proposed activities include:

- Full review and updates to the Tools workbook and companion materials including PowerPoint presentations, activities, worksheets, and templates
- Redesign all Tools graphics and document layout for improved functionality
- Translate updated content into Spanish to ensure Tools remains available in English and Spanish
- Transition updated Tools content to NAWA's learning management system, LearnDash, to provide an interactive online course option

Year 3 & Year 4: Nonprofit Fundamentals Refresh & Enhancements

Building a strong understanding of nonprofit boards, finance, and legal is crucial for any organization. Whether someone is new to nonprofits or has spent their career in the sector, NAWA's Nonprofit Fundamentals, which includes *Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal*, has something for everyone. Our Nonprofit Fundamentals were last refreshed and enhanced in 2022, and across 2023-2024 the NAWA team focused on improving the digital functionality and furthering implementation of accessibility action plan items laid out during the last refresh process.

We propose refreshing, enhancing, and producing the Nonprofit Fundamentals in additional formats in Year 3 and Year 4 of the contract, which is about five years after the last refresh. Approximately one in four people has a disability, so having fundamental nonprofit materials available in alternate formats is essential. Through this refresh process, we want to assess and revise the content in a plain language format. As stated on the Governor's website, "Washington state government is one of the nation's leaders in plain language writing and design." NAWA wants to bring plain language writing and design principles

to the refresh process to create more accessible and user-friendly products. The proposed work across three curricula is a large undertaking, which is why the Nonprofit Fundamentals refresh and enhancements is split across two years.

Specific proposed activities include:

- Using plain language writing and design principles, complete a full review and updates of the *Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal* guides and companion materials including PowerPoint presentations, activities, worksheets, and templates
- Update document layouts for improved accessibility and creation of a large print format
- Translate *Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal* into Spanish
- Transcribe *Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal* into Braille
- Complete essential video updates related to possible compliance or legal changes
- Update all content across NAWA's Learning Library and interactive courses in LearnDash

Year 5: New Toolkit Development

We are grateful for all the nonprofits who take part in NAWA's trainings and use our materials, and their feedback helps guide efforts to create new resources. With a five-year contract period, creating space to develop a new toolkit allows for responsiveness and acknowledges nonprofit needs will continue to evolve. A new toolkit will also expand the learning resources available to support nonprofits around board governance, finance, regulatory issues, and other aligned topics.

NAWA is also aware that updates to the Charities Solicitation Act may occur during the contract period. If the changes become law, or there are updates to the Washington Nonprofit Corporation Act, NAWA proposes using the funds allocated for a new toolkit to update the *Washington Nonprofit Handbook* as well as our *Starting a Nonprofit* and *Dissolving a Nonprofit* guides (as needed).

PROJECT MANAGEMENT

This comprehensive training program is complex and requires rigorous management to bring all the elements together in a cohesive way over the five-year period of performance. The proposed 18% project management allocation supports the vital coordination, planning, and strategy needed to execute the deliverables effectively. Project management also contributes to NAWA's ability to maintain high-quality program standards through ongoing improvements across the organization, as well as supports administrative costs ranging from rent and occupancy expenses to technology upgrades needed to deliver programming. Finally, effective project management will enable thorough reporting and accountability to OSOS over the contract period.

OSOS STAFF INVOLVEMENT

We deeply value our partnership with the OSOS staff team. Opportunities to work together serve to help us better understand the compliance issues the state observes and to share what NAWA hears from

nonprofits, as well as what we learn through the implementation of our training program. The involvement of OSOS staff supports us all in reaching as many organizations as possible. We would appreciate OSOS staff involvement in the following areas:

- **Periodic sharing of the master list of all nonprofit corporations and charities in Washington State.** We request updated information from OSOS to ensure our data is as accurate as possible, so that communications about training program opportunities reach the greatest number of organizations. We maintain this list, sorted by county, to allow for targeted outreach and marketing efforts.
- **Listing of events on the OSOS Corporations & Charities Division website.** Both NAWA and 501 Commons maintain calendars of capacity-building events across Washington. By including OSOS-supported trainings and links to their respective calendar pages on the OSOS website, we will extend the reach and engage more people in nonprofit learning opportunities.
- **Attendance at the Washington State Nonprofit Conference.** We know that nonprofit board, staff, and volunteers value the chance to speak with OSOS representatives face-to-face. The OSOS Conference sponsor package outlined in the Work Plan includes an exhibitor table and additional registrations for OSOS to attend the annual Washington State Nonprofit Conference.
- **Participate in an annual meeting** between OSOS staff and NAWA lead training program staff to discuss what we are seeing as needs in the sector and to evaluate our current approach.
- **Continue participation and relationship development with the Charities Advisory Council** (as outlined in Exhibit C – Training Program Requirements) with regular opportunities to share insights and provide input. We request the opportunity to report to and solicit feedback from the Charities Advisory Council on an annual basis.
- **Review and approval of updated learning curriculum.** OSOS to review and approve updated learning curriculum. The curriculum referenced is only the curriculum that has been created and is used within the purposes of this contract.

LOGISTICS

Through the efforts of NAWA's team, nonprofits in Washington have had access to 90 learning events this year (as of June 2024) including in-person and online events as well as the Washington State Nonprofit Conference. In May 2024, we hosted the Washington State Nonprofit Conference with three days of online learning and three in-person Regional Celebrations in Eastern, Central, and Western Washington. Nearly 730 attendees had access to the online conference platform, and over 470 people registered for the in-person part. Our systems are well-honed to manage logistics related to the production of high-quality events online and in-person.

- **Technology:** We use Zoom for webinar technology, conference calls, and gatherings. Learning videos and webinar recordings are stored on Vimeo. Salesforce serves as our database, which is integrated with our event registration software. Email marketing occurs through Mailchimp. To increase interactivity and connection through web-based events, we use platforms like

Mentimeter and Whova (virtual conference platform). We added Wordly (AI-powered translation) as a tool to expand access to live translation and captions in over 30 languages at events online and in-person.

- **Online presence:** NAWA's website receives high levels of traffic. The focus throughout 2023-2024 was on the continued enhancement of our new Learning Library. The NAWA team regularly assesses the Learning Library for opportunities to improve formatting, refine searchability, and create more interactive learning options. The Learning Library serves as a one-stop destination for nonprofits accessing materials and resources developed through our partnership with OSOS and other agencies. Those interested in self-directed learning are guided to the Learning Library for topics from board governance to worker safety. We also refer people to partner resources like 501 Commons' Nonprofit Resource Directory, Communities Rise's nonprofit law materials, and the *Washington Nonprofit Handbook*.
- **Venues:** After years of delivering training statewide, NAWA amassed a list of venues across that state that we continue to update with new information. Whenever possible, we work closely with local partners to identify free or low-cost venue options. Also, [501 Commons Venues Map](#) is a useful resource for NAWA and all nonprofits.
- **Copies:** NAWA maintains a business service contract with Office Depot and Arc Document Solutions that allows us to produce quality copies in communities across Washington.
- **Evaluation:** NAWA provides post-event evaluations immediately following learning events that are completed through SurveyMonkey. Please refer to Section E. Outcomes and Performance Measurement for more information.
- **Trainers:** NAWA works closely with trainers across Washington. We assess trainers for their content knowledge, ability to teach and facilitate adult learning spaces, and their experience within the nonprofit sector. Also, we remain focused on diversifying our trainer pool racially and geographically as well as other identities to better reflect the diverse communities we serve.

All key NAWA staff and trainers are knowledgeable about Washington State laws and regulations regarding the operation of nonprofit corporations and charities, and we encourage staff and trainers to participate in our workshops to expand and refresh their knowledge. We also encourage our trainers and staff to attend the annual Train the Trainer series to strengthen and enhance their practices.

C. Project Schedule

The NAWA learning program mirrors a school year schedule in many ways. During the summer we primarily plan programming, and we implement training across two primary periods – September to early December and January to June. We offer less in-person training during the winter months due to uncertain weather around the state. We anticipate the proposed deliverables to follow the general schedule provided in the following summary table.

2024-2029 Nonprofit Association of Washington Project Schedule		
PROGRAM CATEGORY	DELIVERABLE	PROPOSED SCHEDULE
Communications	Quarterly Emails	Fall, Winter, Spring, Summer
	Social Media	Throughout Contract Period
	Printing (For in-person, access needs, & marketing)	Throughout Contract Period
	Accessibility (Provides for live captioning, language interpretation, ASL interpretation, document translation, and/or other accessibility requests)	Throughout Contract Period
	Website & Virtual Platform Upkeep & Improvements	Throughout Contract Period
Conference	Washington State Nonprofit Conference - OSOS Sponsor Package	Spring
In-Person Training & Support	Nonprofit Fundamentals - Boards in Gear (Half-Day Trainings)	Fall, Spring
	Nonprofit Fundamentals - Finance Unlocked (Half-Day Trainings)	Fall, Spring
	Nonprofit Fundamentals - Let's Go Legal (Half-Day Trainings)	Fall, Spring
	Spanish-Language Workshops (Half-Day Trainings; Proposed subcontractor: Latino Community Fund)	Fall, Spring
	Advocacy Building Blocks (Half-Day Trainings)	Fall, Spring
	Strategic Planning in Nonprofits (Full-Day Trainings)	Fall, Spring (Starting in contract Year 2)
	Tools for Running an Effective Nonprofit (Full-Day Trainings)	Fall, Spring
Nonprofit Support	Community Engagers: Community-based nonprofit technical support (Proposed subcontractors: 501 Commons, Communities Rise; Possible subcontractors: Community Health Worker Coalition for Migrants and Refugees, Greater Vancouver Chamber, Olympic View Community Foundation, Pullman Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce, and Yakima Valley Community Foundation)	Throughout Contract Period
Online Training & Support	Nonprofit Fundamentals - Boards in Gear	Fall, Winter, Spring
	Nonprofit Fundamentals - Finance Unlocked	Fall, Winter, Spring
	Nonprofit Fundamental - Let's Go Legal	Fall, Winter, Spring
	Advocacy Building Blocks (Webinar)	Fall/Winter
	Spanish-Language Webinar (Proposed subcontractor: Latino Community Fund)	Fall/Winter
	Other Topic Webinars	Throughout Contract Period
	Train the Trainer Series	Winter, Spring
	Tools for Running an Effective Nonprofit (3-part series)	Winter
	Strategic Planning in Nonprofits (3-part series)	Winter, Spring (Starting in contract Year 2)
	Nonprofit Innovation Summits	Fall, Winter
	Rural Gatherings	Fall, Winter, Spring, Summer
	Executive Director Gatherings	Fall, Winter, Spring
	Let's Go Legal Office Hours	Fall, Winter
Resource Development	Strategic Planning in Nonprofits Refresh & Enhancements	Contract Year 1
	Tools for Running an Effective Nonprofit Refresh & Enhancements	Contract Year 2
	Nonprofit Fundamentals Refresh & Enhancements - Part 1	Contract Year 3
	Nonprofit Fundamentals Refresh & Enhancements - Part 2	Contract Year 4
	New Toolkit Development	Contract Year 5
Project Management	Project Management (Administrative systems, staff support, leadership, contract management, etc.)	Throughout Contract Period

D. Deliverables

NAWA will deliver and implement a comprehensive program that covers required training topics on board governance, finance, and regulatory issues through online and in-person workshops plus self-directed learning opportunities. This section includes two summary tables. The first table summarizes key resources available in the Learning Library, which are complemented by a variety of on-demand recorded courses. NAWA's Learning Library provides a wide array of resources for self-directed, anytime learning. The second table outlines and describes proposed deliverables for the contract period.

The total proposed Work Plan for 2024-2029 includes:

- 221 total learning events (138 online and 83 in-person)
- Five years of OSOS sponsorship for the Washington State Nonprofit Conference including at least 75 registration scholarships per year
- 80 communication pieces
- Six Community Engager partnerships per year
- Enhancement and refresh of foundational curricula including *Strategic Planning in Nonprofits*, *Tools for Running an Effective Nonprofit*, *Boards in Gear*, *Finance Unlocked for Nonprofits*, and *Let's Go Legal*
- Development of a new curriculum resource, or depending on potential changes to the Charitable Solicitation Act, updates to the Washington Nonprofit Handbook as well as NAWA's Starting a Nonprofit and Dissolving a Nonprofit guides
- Upkeep and improvements to NAWA's Learning Library for statewide on-demand and self-directed learning
- Comprehensive project management

Summary of NAWA's Learning Library				
Resource	Guide	Videos/ Webinar Recordings	Document Vault	Interactive Course
Boards in Gear: Designed to provide actionable information and tools to improve board practices. Topics include connection to cause, responsibilities, board composition and development, board operations, and fundraising.				
Finance Unlocked for Nonprofits: Approaching nonprofit finance in a welcoming way, this resource aims to unlock basic financial literacy. Topics include balance sheet, income statement, Nine-Ninety (IRS Form 990), giving, and oversight.				
Let's Go Legal: A resource to help nonprofits achieve their mission and stay compliant in the process. Topics include state law, federal law, fundraising, employment law, and intellectual property.				
Safety & Health in Nonprofits: Information customized to nonprofits to help operationalize safety and health within organizations.				
Workers in Nonprofits: The resource pulls together information customized to nonprofits to help employers navigate the lifecycle of their workers.				
Strategic Planning in Nonprofits: The resource covers six planning elements - preparing, listening, envisioning, planning, executing, and evaluating - and provides tools to develop a strategic plan.				
Tools for Running an Effective Nonprofit: The resource covers the basics of running a nonprofit, and pulls from NAWA materials on boards, finance, legal, and planning.				
Liquor, Cannabis, Gambling...and Your Fundraising Event: This resource is designed to help nonprofits stay legal with their fundraising events.				
Starting a Nonprofit: The resource covers three main components of starting a nonprofit - what you need to know, what you need to decide, and what you need to do. The resource includes checklists, templates, and worksheets.				
Dissolving a Nonprofit: The resource covers three main components of dissolving a nonprofit - what you need to know, what you need to decide, and what you need to do.				

Tax Basics for Nonprofits: The resource provides information on the top five things to know about Washington State nonprofit taxes.				
--	--	--	--	--

2024-2029 Nonprofit Association of Washington Deliverables Summary		
PROGRAM CATEGORY	DELIVERABLE	SUMMARY
Communications	Quarterly Emails	80 total communications pieces; printing capacity; accessibility request capacity; upkeep and improvements of 1 website + multiple web-based platforms
	Social Media	
	Printing (For in-person, access needs, & marketing)	
	Accessibility (Provides for live captioning, language interpretation, ASL interpretation, document translation, and/or other accessibility requests)	
	Website & Virtual Platform Upkeep & Improvements	
Conference	Washington State Nonprofit Conference - OSOS Sponsor Package	5 years of OSOS sponsor packages for the Washington State Nonprofit Conference including at least 75 registration scholarships per year
In-Person Training & Support	Nonprofit Fundamentals - Boards in Gear (Half-Day Trainings)	83 total in-person trainings across the state
	Nonprofit Fundamentals - Finance Unlocked (Half-Day Trainings)	
	Nonprofit Fundamentals - Let's Go Legal (Half-Day Trainings)	
	Spanish-Language Workshops (Half-Day Trainings; Proposed subcontractor: Latino Community Fund)	
	Advocacy Building Blocks (Half-Day Trainings)	
	Strategic Planning in Nonprofits (Full-Day Trainings)	
	Tools for Running an Effective Nonprofit (Full-Day Trainings)	
Nonprofit Support	Community Engagers: Community-based nonprofit technical support (Proposed subcontractors: 501 Commons, Communities Rise; Possible subcontractors: Community Health Worker Coalition for Migrants and Refugees, Greater Vancouver Chamber, Olympic View Community Foundation, Pullman Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce, and Yakima Valley Community Foundation)	6 Community Engager partner organizations per year
Online Training & Support	Nonprofit Fundamentals - Boards in Gear	138 training and support offerings including Nonprofit Fundamentals, multi-part series (Tools for Running an Effective Nonprofit, Strategic Planning in Nonprofits, and Train the Trainer), Nonprofit Innovation Summits, and Rural and Executive Director Gatherings
	Nonprofit Fundamentals - Finance Unlocked	
	Nonprofit Fundamental - Let's Go Legal	
	Advocacy Building Blocks (Webinar)	
	Spanish-Language Webinar (Proposed subcontractor: Latino Community Fund)	
	Other Topic Webinars	
	Train the Trainer Series	
	Tools for Running an Effective Nonprofit (3-part series)	
	Strategic Planning in Nonprofits (3-part series)	
	Nonprofit Innovation Summits	
	Rural Gatherings	
	Executive Director Gatherings	
	Let's Go Legal Office Hours	
Resource Development	Strategic Planning in Nonprofits Refresh & Enhancements	Refresh and enhancement of 5 foundational curricula + development of 1 new toolkit
	Tools for Running an Effective Nonprofit Refresh & Enhancements	
	Nonprofit Fundamentals Refresh & Enhancements - Part 1	
	Nonprofit Fundamentals Refresh & Enhancements - Part 2	
	New Toolkit Development	
Project Management	Project Management (Administrative systems, staff support, leadership, contract management, etc.)	Maintain high-quality program and reporting standards through effective project management

E. Outcomes & Performance Measurement

NAWA is committed to performance measurement, data collection, and continuous quality improvement. Our approach solicits quantitative and qualitative data. The insights shared by event participants, NAWA members, and others help keep NAWA's programming relevant to nonprofit leaders as well as identify potential gaps in learning offerings.

Through the completion of the proposed Work Plan, we aim to elevate the practices of nonprofits across the state. Beginner participants will increase their understanding and implementation of foundational practices around board governance, finance, and regulatory issues (legal). Intermediate participants will expand their toolbox of practices and gain strategic insights to advance their organizations. Lastly, advanced participants will be prepared to innovate their practices, moving beyond traditional approaches and structures.

For all learning events, we maintain registration records and sign-in forms (or Zoom records for online training) to track the number of registrants and the number of attendees at each training. NAWA's database, Salesforce, is integrated with our event registration platform. This assists NAWA in pulling data regarding repeat participants. For example, from June 1, 2023 to May 31, 2024, we had nearly 3,500 total registrants at our learning events (excluding the Washington State Nonprofit Conference). We are then able to determine that the registrations included 2,500 unique individuals, and further assess that about 25% of these individuals registered to attend two or more events in the last year.

To collect attendees' feedback, we use a retrospective pre/post evaluation approach to measure how much attendees learned in the training. We assess the attendees' confidence in their ability to put what they learned into practice. The post-training survey also invites attendees to share how the event could be better for them and provides space to convey additional learning opportunities or resources that would be helpful in their nonprofit work. This data is integrated into NAWA's planning for future programming. We will share this information with OSOS as we invoice for related deliverables.

In years past, we sent one-month follow-up surveys after learning events to ask about actions taken based on what the attendee learned at the training. Typical response rates were too low to provide useful data. In consulting with our peer organizations, the low response rates to post-event surveys sent well after the session was common. NAWA's team continues to reevaluate our longer-term approach to assess participants' learning needs and interests, the resources that are most valuable to their work, and the actions or changes they can make due to participation in our programming.

At least on a semi-annual basis, we review the geographic distribution of participants to ensure we are reaching nonprofit staff, board members, and volunteers in all parts of Washington including rural and geographically isolated communities.

NAWA programming is guided by research conducted in the fields of nonprofit management, adult learning, and accessibility and by direct input from our membership as well as training and Conference attendees. We provide opportunities throughout the year for stakeholders to share feedback. Examples of these feedback opportunities include:

- General stakeholder gatherings, such as member meetings
- Gatherings designed to engage specific underserved communities (e.g., Rural Gatherings)
- More detailed surveys for Conference attendees

F. Risks

Looking back at the last five years, we know the local, national, and global landscape in which we work can change rapidly. From a global pandemic to elections to inclement weather, there are a variety of potential risks that could affect the success of the project and the content that may be needed by nonprofits and charities. After nine years of contracting with OSOS, NAWA has established a positive working relationship with OSOS staff and will actively reach out if any potential risk to the project's success emerges.

For potential weather risks, we plan our in-person training offerings with a reduced number in the winter as travel can be more challenging around the state. If there are potential weather concerns, we monitor the developing weather event closely and adjust (including rescheduling) as needed.

Through the COVID-19 pandemic, NAWA effectively transitioned all learning online using foundational systems and practices we already had in place. Since then, we have broadened our capacity to hold informative, interactive, and engaging online learning spaces. If a local, national, or global health emergency were to arise, NAWA would monitor and follow guidance from jurisdictional and state health departments as well as the Centers for Disease Control and Prevention. We would work closely with OSOS to adjust deliverables as needed to ensure nonprofits and charities continue to receive vital compliance information and ongoing training opportunities.

Over the next five years, there will be two presidential elections plus many state and local elections. As administrations change, rulings, regulations, and compliance guidance can change too. As a National Council of Nonprofits member, NAWA participates regularly in national policy calls with other state associations and has access to information to help us stay abreast of anticipated policy changes and rulings. Monitoring potential shifts allows NAWA to better manage and respond to possible needs for content updates.

Lastly, it is unrealistic to assume that all the proposed staff will be on the NAWA team throughout the entire five-year contract. Knowing that staff transitions do occur, NAWA uses succession planning practices to help prepare, including documentation around processes, project tracking, partner relationships, etc. We also work to cross-train staff to reduce instances where only one person holds key information. NAWA will notify OSOS about any changes in staffing.



**Nonprofit Association
of Washington**

Learn. Advocate. Collaborate.

Exhibit B

PROJECT COST

CONTENTS

Introduction 1

Identification of Costs 2

 2024-2029 NAWA Budget Summary 2

 Budget Breakdowns by Program Categories 4

Introduction

The “Full Cost” column shows costs over the life of the proposed contract with year-by-year breakdowns following. Details of each Program Category can be seen on the corresponding pages below.

Nonprofit Association of Washington (NAWA) intends to offer as many sessions as possible for free or at a minimal fee to make our programming as accessible as possible to historically underserved communities and small nonprofits. We have found that charging minimal fees increases attendance and investment by participants. NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion. All expected fees and local support revenue is deducted from the total cost and is reflected in each relevant deliverable as “Deduction for Registrations.” Fee waivers are available on request to ensure that no one is turned away due to cost.

NAWA will have formal contracts with all subcontractors to outline the specific deliverables expected from each subcontractor. Subcontractors are included on the Nonprofit Support, In-person Training and Support, and Online Training and Support pages.

The Washington State Nonprofit Conference is a crucial part of providing a statewide comprehensive training program, and it is important to recognize the costs and their relation to the other work provided. NAWA is only requesting funding for the OSOS Conference Sponsor Package, however, in order to fully capture the scope of services provided, the full Conference costs are reflected “below the line” (i.e., below the grand total line). If the annual Conference does not occur, we are unable to complete the proposed Conference-related deliverables, which is why we are showing the full cost. The full Conference costs do not affect the total requested amount.

NAWA feels it is important to acknowledge that a difference exists between the total costs to implement the proposed deliverables and the total requested amount. As the state association for nonprofits, NAWA is committed to the learning, development, compliance, and overall success of nonprofits statewide. To demonstrate our commitment, NAWA invests portions of our unrestricted funding to help fill the gap. We actively seek additional opportunities to expand and enhance our learning, advocacy, and collaboration efforts through other government contracts, foundation grants, and strategic partnerships. NAWA will be responsible for collecting and paying all City, State, and Federal taxes associated with the work.

Identification of Costs

2024-2029 NAWA BUDGET SUMMARY

The following table provides a complete budget summary for the full contract period (2024-2029) as well as a budget breakdown per year. The full contract period and per year budget breakdown sections provide totals for the units and cost.

2024-2029 Budget Summary for Nonprofit Association of Washington																					
Full Contract (2024-2029)						Year 1 (2024-2025)			Year 2 (2025-2026)			Year 3 (2026-2027)			Year 4 (2027-2028)			Year 5 (2028-2029)			
Program Category	Deliverable	Proposed Schedule	Total Units	Total Cost	Total Requested	Units	Total	Requested	Units	Total	Requested	Units	Total	Requested	Units	Total	Requested	Units	Total	Requested	
Communications	Quarterly Emails	Fall, Winter, Spring, Summer	20	\$ 11,601	\$ 11,500	4	\$ 2,142	\$ 2,100	4	\$ 2,227	\$ 2,200	4	\$ 2,317	\$ 2,300	4	\$ 2,409	\$ 2,400	4	\$ 2,506	\$ 2,500	
	Social Media	Throughout Contract Period	60	\$ 9,864	\$ 9,720	12	\$ 1,821	\$ 1,800	12	\$ 1,894	\$ 1,920	12	\$ 1,970	\$ 1,920	12	\$ 2,048	\$ 1,980	12	\$ 2,130	\$ 2,100	
	Printing (for in-person, access needs, & marketing)	Throughout Contract Period	NA	\$ 48,824	\$ 46,750	NA	\$ 8,525	\$ 8,500	NA	\$ 9,490	\$ 9,000	NA	\$ 9,870	\$ 9,500	NA	\$ 10,264	\$ 9,750	NA	\$ 10,675	\$ 10,000	
	Accessibility (Provide live captioning, language interpretation, ASL interpretation, or accessibility requests; funds to support document translation)	Throughout Contract Period	NA	\$ 61,848	\$ 58,425	NA	\$ 9,860	\$ 9,800	NA	\$ 11,034	\$ 10,200	NA	\$ 12,287	\$ 11,225	NA	\$ 13,622	\$ 12,700	NA	\$ 15,044	\$ 14,500	
	Website & Virtual Platform Upkeep & Improvements	Throughout Contract Period	NA	\$ 175,231	\$ 105,700	NA	\$ 27,579	\$ 16,000	NA	\$ 29,192	\$ 16,600	NA	\$ 30,921	\$ 17,250	NA	\$ 52,775	\$ 37,250	NA	\$ 34,764	\$ 18,600	
COMMUNICATIONS SUBTOTAL			80	\$ 307,367	\$ 232,095	16	\$ 49,927	\$ 38,200	16	\$ 53,838	\$ 39,920	16	\$ 57,364	\$ 42,195	16	\$ 81,119	\$ 64,080	16	\$ 65,120	\$ 47,700	
Conference	Washington State Nonprofit Conference - OSOS Sponsor Package	Spring	5	\$ 50,000	\$ 50,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	
	CONFERENCE SUBTOTAL		5	\$ 50,000	\$ 50,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	1	\$ 10,000	\$ 10,000	
In-Person Training & Support	Nonprofit Fundamentals - Boards in Gear (Half-Day Trainings)	Fall, Spring	15	\$ 97,100	\$ 97,000	3	\$ 17,675	\$ 18,000	3	\$ 18,528	\$ 19,000	3	\$ 19,400	\$ 19,000	3	\$ 20,292	\$ 20,000	3	\$ 21,205	\$ 21,000	
	Nonprofit Fundamentals - Finance Unlocked (Half-Day Trainings)	Fall, Spring	15	\$ 97,100	\$ 97,000	3	\$ 17,675	\$ 18,000	3	\$ 18,528	\$ 19,000	3	\$ 19,400	\$ 19,000	3	\$ 20,292	\$ 20,000	3	\$ 21,205	\$ 21,000	
	Nonprofit Fundamentals - Let's Go Legal (Half-Day Trainings)	Fall, Spring	15	\$ 97,100	\$ 97,000	3	\$ 17,675	\$ 18,000	3	\$ 18,528	\$ 19,000	3	\$ 19,400	\$ 19,000	3	\$ 20,292	\$ 20,000	3	\$ 21,205	\$ 21,000	
	Spanish-language Workshops (Half-Day Trainings)	Fall, Spring	10	\$ 85,458	\$ 77,500	2	\$ 15,755	\$ 14,000	2	\$ 16,397	\$ 15,000	2	\$ 17,062	\$ 15,500	2	\$ 17,761	\$ 16,000	2	\$ 18,483	\$ 17,000	
	Advocacy Building Blocks (Half-Day Trainings)	Fall, Spring	10	\$ 72,230	\$ 72,000	2	\$ 13,112	\$ 13,000	2	\$ 13,765	\$ 13,750	2	\$ 14,431	\$ 14,500	2	\$ 15,113	\$ 15,000	2	\$ 15,809	\$ 15,750	
	Strategic Planning in Nonprofits (Full-Day Trainings)	Fall, Spring	8	\$ 78,415	\$ 77,000	0	\$ -	\$ -	2	\$ 18,343	\$ 18,000	2	\$ 19,237	\$ 19,000	2	\$ 19,950	\$ 19,500	2	\$ 20,884	\$ 20,500	
	Tools for Running an Effective Nonprofit (Full-Day Trainings)	Fall, Spring	10	\$ 97,666	\$ 97,000	2	\$ 18,124	\$ 18,000	2	\$ 18,609	\$ 18,500	2	\$ 19,513	\$ 19,500	2	\$ 20,238	\$ 20,000	2	\$ 21,183	\$ 21,000	
IN-PERSON TRAINING SUBTOTAL			83	\$ 625,069	\$ 614,500	15	\$ 100,017	\$ 99,000	17	\$ 122,698	\$ 122,250	17	\$ 128,444	\$ 125,500	17	\$ 133,936	\$ 130,500	17	\$ 139,974	\$ 137,250	
Nonprofit Support	Community Engagers: Community-based nonprofit technical support (Proposed subcontractors: 501 Commons, Communities Rise; annually engage four additional partners)	Throughout Contract Period	30	\$ 400,859	\$ 391,250	6	\$ 77,852	\$ 77,000	6	\$ 78,966	\$ 77,600	6	\$ 80,125	\$ 78,225	6	\$ 81,331	\$ 78,875	6	\$ 82,585	\$ 79,550	
	NONPROFIT SUPPORT SUBTOTAL		30	\$ 400,859	\$ 391,250	6	\$ 77,852	\$ 77,000	6	\$ 78,966	\$ 77,600	6	\$ 80,125	\$ 78,225	6	\$ 81,331	\$ 78,875	6	\$ 82,585	\$ 79,550	
Online Training & Support	Nonprofit Fundamentals - Boards in Gear	Fall, Winter, Spring	15	\$ 54,810	\$ 54,000	3	\$ 9,981	\$ 9,750	3	\$ 10,461	\$ 10,200	3	\$ 10,951	\$ 10,800	3	\$ 11,452	\$ 11,250	3	\$ 11,965	\$ 12,000	
	Nonprofit Fundamentals - Finance Unlocked	Fall, Winter, Spring	15	\$ 54,810	\$ 54,000	3	\$ 9,981	\$ 9,750	3	\$ 10,461	\$ 10,200	3	\$ 10,951	\$ 10,800	3	\$ 11,452	\$ 11,250	3	\$ 11,965	\$ 12,000	
	Nonprofit Fundamentals - Let's Go Legal	Fall, Winter, Spring	15	\$ 75,195	\$ 63,000	3	\$ 13,881	\$ 12,000	3	\$ 14,436	\$ 12,300	3	\$ 15,016	\$ 12,300	3	\$ 15,622	\$ 12,900	3	\$ 16,240	\$ 13,500	
	Advocacy Building Blocks (Webinar)	Fall/Winter	5	\$ 20,526	\$ 19,750	1	\$ 3,767	\$ 3,750	1	\$ 3,929	\$ 3,750	1	\$ 4,098	\$ 4,000	1	\$ 4,274	\$ 4,000	1	\$ 4,457	\$ 4,250	
	Spanish-Language Webinar	Fall, Spring	5	\$ 25,386	\$ 24,500	1	\$ 4,686	\$ 4,750	1	\$ 4,874	\$ 4,750	1	\$ 5,071	\$ 5,000	1	\$ 5,272	\$ 5,000	1	\$ 5,483	\$ 5,000	
	Other Topic Webinars	Throughout Contract Period	10	\$ 47,175	\$ 42,400	2	\$ 8,391	\$ 8,000	2	\$ 8,795	\$ 8,000	2	\$ 9,306	\$ 8,600	2	\$ 9,927	\$ 8,600	2	\$ 10,756	\$ 9,200	
	Train the Trainer Series	Winter, Spring	5	\$ 34,917	\$ 34,750	1	\$ 6,439	\$ 6,500	1	\$ 6,701	\$ 6,500	1	\$ 6,973	\$ 7,000	1	\$ 7,255	\$ 7,250	1	\$ 7,550	\$ 7,500	
	Tools for Running an Effective Nonprofit (3-part series)	Winter	5	\$ 38,315	\$ 38,000	1	\$ 7,061	\$ 7,000	1	\$ 7,350	\$ 7,250	1	\$ 7,651	\$ 7,500	1	\$ 7,964	\$ 8,000	1	\$ 8,290	\$ 8,250	
	Strategic Planning in Nonprofits (3-part series)	Winter	8	\$ 62,032	\$ 62,000	0	\$ -	\$ -	2	\$ 14,585	\$ 14,500	2	\$ 15,184	\$ 15,000	2	\$ 15,807	\$ 16,000	2	\$ 16,456	\$ 16,500	
	Nonprofit Innovation Summits (virtual)	Fall, Winter	10	\$ 86,300	\$ 85,000	2	\$ 15,222	\$ 15,000	2	\$ 16,067	\$ 16,000	2	\$ 17,326	\$ 17,000	2	\$ 18,199	\$ 18,000	2	\$ 19,487	\$ 19,000	
	Rural Gatherings	Fall, Winter, Spring, Summer	20	\$ 44,390	\$ 43,600	4	\$ 8,196	\$ 8,000	4	\$ 8,523	\$ 8,400	4	\$ 8,864	\$ 8,700	4	\$ 9,219	\$ 9,000	4	\$ 9,588	\$ 9,500	
	Executive Director Gatherings	Fall, Winter, Spring	15	\$ 33,129	\$ 32,700	3	\$ 6,116	\$ 6,000	3	\$ 6,361	\$ 6,300	3	\$ 6,616	\$ 6,525	3	\$ 6,880	\$ 6,750	3	\$ 7,155	\$ 7,125	
	Let's Go Legal Office Hours	Fall, Spring	10	\$ 28,994	\$ 27,090	2	\$ 5,352	\$ 5,000	2	\$ 5,566	\$ 5,200	2	\$ 5,790	\$ 5,410	2	\$ 6,025	\$ 5,630	2	\$ 6,261	\$ 5,850	
ONLINE TRAINING & SUPPORT SUBTOTAL			138	\$ 605,979	\$ 580,790	26	\$ 99,072	\$ 95,500	28	\$ 118,108	\$ 113,350	28	\$ 123,798	\$ 118,635	28	\$ 129,351	\$ 123,630	28	\$ 135,651	\$ 129,675	
Resource Development	Strategic Planning in Nonprofits Refresh & Enhancements	Contract Year 1	1	\$ 59,870	\$ 50,000	1	\$ 59,870	\$ 50,000													
	Tools for Running an Effective Nonprofit Refresh & Enhancements	Contract Year 2	1	\$ 39,646	\$ 30,000				1	\$ 39,646	\$ 30,000										
	Nonprofit Fundamentals Refresh & Enhancements - Part 1	Contract Year 3	1	\$ 81,827	\$ 60,000							1	\$ 81,827	\$ 60,000							
	Nonprofit Fundamentals Refresh & Enhancements - Part 2	Contract Year 4	1	\$ 56,034	\$ 50,000										1	\$ 56,034	\$ 50,000				
	New Toolkit Development	Contract Year 5	1	\$ 67,905	\$ 60,000													1	\$ 67,905	\$ 60,000	
RESOURCE DEVELOPMENT SUBTOTAL			5	\$ 305,282	\$ 250,000	1	\$ 59,870	\$ 50,000	1	\$ 39,646	\$ 30,000	1	\$ 81,827	\$ 60,000	1	\$ 56,034	\$ 50,000	1	\$ 67,905	\$ 60,000	
Project Management	Project Management (Administrative systems, staff support, leadership, contract management, etc.)	Throughout Contract Period	N/A	\$ 413,020	\$ 381,354		\$ 71,413	\$ 66,546		\$ 76,186	\$ 70,762		\$ 86,680	\$ 78,220		\$ 88,519	\$ 82,275		\$ 90,222	\$ 83,552	
PROJECT MANAGEMENT SUBTOTAL				\$ 413,020	\$ 381,354		\$ 71,413	\$ 66,546		\$ 76,186	\$ 70,762		\$ 86,680	\$ 78,220		\$ 88,519	\$ 82,275		\$ 90,222	\$ 83,552	
2024-2029 GRAND TOTAL			341	\$ 2,707,575	\$ 2,499,989	65	\$ 468,149	\$ 436,246	69	\$ 499,442	\$ 463,882	69	\$ 568,239	\$ 512,775	69	\$ 580,289	\$ 539,360	69	\$ 591,456	\$ 547,727	
Conference Full Cost	Washington State Nonprofit Conference	Throughout Contract Period	N/A	\$ 1,162,024			\$ 213,772			\$ 222,723			\$ 232,032			\$ 241,714			\$ 251,782		
WSNC FULL COST SUBTOTAL				\$ 1,162,024			\$ 213,772			\$ 222,723			\$ 232,032			\$ 241,714			\$ 251,782		
2024-2029 GRAND TOTAL INCLUDING CONFERENCE			341	\$ 3,869,599	\$ 2,499,989	65	\$ 681,922	\$ 436,246	69	\$ 722,165	\$ 463,882	69	\$ 800,271	\$ 512,775	69	\$ 822,003	\$ 539,360	69	\$ 843,238	\$ 547,727	

BUDGET BREAKDOWNS BY PROGRAM CATEGORIES

The following tables provide detailed budget information broken out by program categories and individual deliverables. Each table has columns that summarize the total cost and total request for the full contract period per deliverable as well as information for each year.

2024-2029 Communications Deliverables for NAWA - Budget Breakdown																										
	Deliverable Expense																									
	Full Contract (2024-2029)				Year 1 (2024-2025)				Year 2 (2025-2026)				Year 3 (2026-2027)				Year 4 (2027-2028)				Year 5 (2028-2029)					
DELIVERABLE	Expense	Total Cost	Total Requested		Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Notes	
Quarterly Emails	Staff Time: Program Manager	\$ 3,015			\$ 37	15	\$ 557		\$ 39	\$ 15	\$ 579		\$ 40	15	\$ 602		\$ 42	15	\$ 626		\$ 43	15	\$ 651		Estimated hours across four staff positions to develop and publish each quarterly email (four proposed emails per year).	
	Staff Time: Program Coordinator	\$ 2,698			\$ 33	15	\$ 498		\$ 35	\$ 15	\$ 518		\$ 36	15	\$ 539		\$ 37	15	\$ 560		\$ 39	15	\$ 583			
	Staff Time: Director of Learning	\$ 4,172			\$ 64	12	\$ 770		\$ 67	\$ 12	\$ 801		\$ 69	12	\$ 833		\$ 72	12	\$ 866		\$ 75	12	\$ 901			
	Staff Time: Marketing Specialist	\$ 1,716			\$ 40	8	\$ 317		\$ 41	\$ 8	\$ 330		\$ 43	8	\$ 343		\$ 45	8	\$ 356		\$ 46	8	\$ 371			
	Quarterly Email Expense Subtotal	\$ 11,601	\$ 11,500				\$ 2,142	2,100				\$ 2,227	2,200			\$ 2,317	2,300			\$ 2,409	2,400			\$ 2,506		2,500
Social Media	Staff Time: Marketing Specialist																								NAWA's team will complete about 600 social media posts for event promotion annually. Staff time may include compiling post details, graphic design work, and scheduling/posting across numerous platforms. Social media ad boosts help expand the reach of the posts and allow for more targeted outreach.	
	Staff Time: Learning Manager	\$ 3,218			\$ 40	15	\$ 594		\$ 41	15	\$ 618		\$ 43	15	\$ 643		\$ 45	15	\$ 668		\$ 46	15	\$ 695			
	Staff Time: Program Coordinator	\$ 1,206			\$ 37	6	\$ 223		\$ 39	6	\$ 232		\$ 40	6	\$ 241		\$ 42	6	\$ 250		\$ 43	6	\$ 260			
	Staff Time: Director of Learning	\$ 1,079			\$ 33	6	\$ 199		\$ 35	6	\$ 207		\$ 36	6	\$ 216		\$ 37	6	\$ 224		\$ 39	6	\$ 233			
	Social Media Ad Boost	\$ 2,086			\$ 64	6	\$ 385		\$ 67	6	\$ 401		\$ 69	6	\$ 417		\$ 72	6	\$ 433		\$ 75	6	\$ 451			
	Social Media Expense Subtotal	\$ 2,275			\$ 70	6	\$ 420		\$ 73	6	\$ 437		\$ 76	6	\$ 454		\$ 79	6	\$ 472		\$ 82	6	\$ 491			
Printing (for in-person, access needs, & marketing)	In-person Training & Support Printing: estimate expense allows for providing attendees with presentation slide handouts, resource materials, etc.	\$ 27,023			\$ 300	15	\$ 4,500		\$ 312	17	\$ 5,304		\$ 324	17	\$ 5,516		\$ 337	17	\$ 5,737		\$ 351	17	\$ 5,966		Printed resources and workshop materials remain an integral component of in-person learning spaces and serve as valuable learning tools.	
	Nonprofit Fundamentals Printing: a copy of the BIG & BIG Pathways, FUN, or LGL guide is provided to all attendees of the Nonprofit Fundamentals workshops	\$ 14,624			\$ 6	450	\$ 2,700		\$ 6	450	\$ 2,808		\$ 6	450	\$ 2,920		\$ 7	450	\$ 3,037		\$ 7	450	\$ 3,159			
	WA State Nonprofit Conf Printing: workshop handouts, summary programs, wayfinding, & other supportive print materials	\$ 5,416			\$ 1,000	NA	\$ 1,000		\$ 1,040	NA	\$ 1,040		\$ 1,082	NA	\$ 1,082		\$ 1,125	NA	\$ 1,125		\$ 1,170	NA	\$ 1,170			
	Event Promotion Printing	\$ 1,760			\$ 325	NA	\$ 325		\$ 338	NA	\$ 338		\$ 352	NA	\$ 352		\$ 366	NA	\$ 366		\$ 380	NA	\$ 380			
	Printing Expense Subtotal	\$ 48,824	\$ 46,750				\$ 8,525	8,500				\$ 9,490	9,000			\$ 9,870	9,500			\$ 10,264	9,750			\$ 10,675		10,000
	Accessibility (Provide live captioning, language interpretation, ASL interpretation, or accessibility requests; funds to support document translation)	Language & ASL Interpretation: workshop interpretation requests received through registration process	\$ 32,816			\$ 750	6	\$ 4,500		\$ 780	7	\$ 5,460		\$ 811	8	\$ 6,490		\$ 844	9	\$ 7,593		\$ 877	10	\$ 8,774		
Document Translation: targeted document translation to expand on-demand learning resources		\$ 8,124			\$ 1,500	NA	\$ 1,500		\$ 1,560	NA	\$ 1,560		\$ 1,622	NA	\$ 1,622		\$ 1,687	NA	\$ 1,687		\$ 1,755	NA	\$ 1,755			
WA State Nonprofit Conf Accessibility: provide live captioning of keynote sessions, interpretation as requested, or other feasible accessibility requests received during registration		\$ 12,458			\$ 2,300	NA	\$ 2,300		\$ 2,392	NA	\$ 2,392		\$ 2,488	NA	\$ 2,488		\$ 2,587	NA	\$ 2,587		\$ 2,691	NA	\$ 2,691			
Wordly: AI platform that translates real-time into audio and captions for 30+ languages (services for virtual & in-person events)		\$ 8,449			\$ 1,560	NA	\$ 1,560		\$ 1,622	NA	\$ 1,622		\$ 1,687	NA	\$ 1,687		\$ 1,755	NA	\$ 1,755		\$ 1,825	NA	\$ 1,825			
Accessibility Expense Subtotal		\$ 61,848	\$ 58,425				\$ 9,860	9,800				\$ 11,034	10,200			\$ 12,287	11,225			\$ 13,622	12,700			\$ 15,044	14,500	
Website & Virtual Platform Upkeep & Improvements		Website: hosting, monthly maintenance/support	\$ 23,658			\$ 4,368	NA	\$ 4,368		\$ 4,543	NA	\$ 4,543		\$ 4,724	NA	\$ 4,724		\$ 4,913	NA	\$ 4,913		\$ 5,110	NA	\$ 5,110		NAWA maintains a robust Learning Library, a Vimeo site for learning videos and webinar recordings, Zoom for online events, online engagement platforms, Mailchimp for communications and marketing, Salesforce for participant database management, and more. The expenses outlined for website and virtual platform upkeep and improvements are critical to maintaining web-based resources, continued enhancements of how materials are presented digitally, and overall delivery of a comprehensive statewide training program.
	Website: annual plugin subscription fees	\$ 4,704			\$ 868	NA	\$ 868		\$ 903	NA	\$ 903		\$ 939	NA	\$ 939		\$ 977	NA	\$ 977		\$ 1,016	NA	\$ 1,016			
	Website: development/improvements support	\$ 11,266			\$ 2,080	NA	\$ 2,080		\$ 2,163	NA	\$ 2,163		\$ 2,250	NA	\$ 2,250		\$ 2,340	NA	\$ 2,340		\$ 2,433	NA	\$ 2,433			
	Zoom: licenses for event hosting, 500 person meeting room capacity, & cloud storage	\$ 10,027			\$ 1,851	NA	\$ 1,851		\$ 1,925	NA	\$ 1,925		\$ 2,002	NA	\$ 2,002		\$ 2,082	NA	\$ 2,082		\$ 2,166	NA	\$ 2,166			
	Salesforce: CRM database integrated with event registration platform	\$ 24,616			\$ 4,545	NA	\$ 4,545		\$ 4,727	NA	\$ 4,727		\$ 4,916	NA	\$ 4,916		\$ 5,112	NA	\$ 5,112		\$ 5,317	NA	\$ 5,317			
	Dropbox: cloud storage for all materials associated with providing comprehensive statewide training program	\$ 15,209			\$ 2,808	NA	\$ 2,808		\$ 2,920	NA	\$ 2,920		\$ 3,037	NA	\$ 3,037		\$ 3,159	NA	\$ 3,159		\$ 3,285	NA	\$ 3,285			
	Whova: digital conference learning and engagement platform (to facilitate online & in-person WSNCR programming)	\$ 51,893			\$ 8,500	NA	\$ 8,500		\$ 9,350	NA	\$ 9,350		\$ 10,285	NA	\$ 10,285		\$ 11,314	NA	\$ 11,314		\$ 12,445	NA	\$ 12,445			
	SurveyMonkey: platform used to collect post-event evaluation/feedback	\$ 4,365			\$ 806	NA	\$ 806		\$ 838	NA	\$ 838		\$ 872	NA	\$ 872		\$ 907	NA	\$ 907		\$ 943	NA	\$ 943			
	Vimeo: online storage for learning program videos and webinar recordings	\$ 1,494			\$ 276	NA	\$ 276		\$ 287	NA	\$ 287		\$ 298	NA	\$ 298		\$ 310	NA	\$ 310		\$ 323	NA	\$ 323			
	Mailchimp: email communications and marketing platform	\$ 2,422			\$ 447	NA	\$ 447		\$ 465	NA	\$ 465		\$ 484	NA	\$ 484		\$ 503	NA	\$ 503		\$ 523	NA	\$ 523			
	Other web-based engagement tools: includes items like Mentimeter & FormAssembly	\$ 5,577			\$ 1,030	NA	\$ 1,030		\$ 1,071	NA	\$ 1,071		\$ 1,114	NA	\$ 1,114		\$ 1,158	NA	\$ 1,158		\$ 1,204	NA	\$ 1,204			
	Website Refresh	\$ 20,000																	\$ 20,000							
	Website & Virtual Platform Upkeep & Improvements Expense Subtotal	\$ 175,231	\$ 105,700				\$ 27,579	16,000				\$ 29,192	16,600			\$ 30,921	17,250			\$ 32,775	37,250			\$ 34,764	18,600	
	COMMUNICATIONS SUBTOTAL	\$ 307,367	\$ 232,095				\$ 49,927	38,200				\$ 53,838	39,920			\$ 57,364	42,195			\$ 61,119	64,080			\$ 65,120	47,700	

2024-2029 Conference Deliverables for NAWA - Budget Breakdown																												
	Deliverable Expense																											
	Full Contract (2024-2029)				Year 1 (2024-2025)				Year 2 (2025-2026)				Year 3 (2026-2027)				Year 4 (2027-2028)				Year 5 (2028-2029)				Notes			
DELIVERABLE	Expense	Total Cost	Total Requested		Cost	Hours/Units	Total	Requested		Cost	Hours/Units	Total	Requested		Cost	Hours/Units	Total	Requested		Cost	Hours/Units	Total	Requested					
Washington State Nonprofit Conference - OSOS Sponsor Package	Sponsorship package: at least 75 registration scholarships; one shared OSOS and AG's Office exhibitor table; one presentation opportunity up to 75-minutes for OSOS and/or AG's office; up to 7 All Access Passes for OSOS and/or AG's Office staff																								The annual OSOS Sponsor Package is essential for providing registration scholarships to the Washington State Nonprofit Conference. The full sponsor package includes provision of at least 75 registration scholarships (for in-person and/or online attendance depending on Conference format), one shared OSOS and Attorney General's Office exhibitor table, one presentation opportunity up to 75-minutes for OSOS and/or AG's Office, and up to 7 All Access Passes for OSOS and/or AG's Office staff.			
	WSNC OSOS Sponsor Package Expense	\$ 50,000			\$ 10,000	1	\$ 10,000			\$ 10,000	1	\$ 10,000			\$ 10,000	1	\$ 10,000			\$ 10,000	1	\$ 10,000						
	Subtotal	\$ 50,000	\$ 50,000					\$ 10,000	\$ 10,000					\$ 10,000	\$ 10,000					\$ 10,000	\$ 10,000				\$ 10,000	\$ 10,000		
CONFERENCE SUBTOTAL		\$ 50,000	\$ 50,000				\$ 10,000	\$ 10,000					\$ 10,000	\$ 10,000					\$ 10,000	\$ 10,000				\$ 10,000	\$ 10,000			
Special Note: Below is a full breakdown of the costs for the Washington State Nonprofit Conference. NAWA is only requesting funding for the OSOS Sponsor Package listed above. Since the Conference is a crucial part of providing a statewide comprehensive training program, it is important to acknowledge the costs and their relation to other work provided. On the 2024-2029 NAWA Summary page, the full Conference costs are reflected "below the line" (i.e., below the grand total line) and do not affect the total amount.																												
DELIVERABLE	Expense	Total Cost			Cost	Hours/Units	Total			Cost	Hours/Units	Total			Cost	Hours/Units	Total			Cost	Hours/Units	Total			Notes			
Washington State Nonprofit Conference - Full Cost	Venue & food: rental fees, catering, AV, & other associated venue expenses	\$ 352,061			\$ 65,000	1	\$ 65,000			\$ 67,600	1	\$ 67,600			\$ 70,304	1	\$ 70,304			\$ 73,116	1	\$ 73,116			\$ 76,041	1	\$ 76,041	
	Keynote speakers: Conference anchored by inspiring keynote speakers	\$ 54,163			\$ 10,000	1	\$ 10,000			\$ 10,400	1	\$ 10,400			\$ 10,816	1	\$ 10,816			\$ 11,249	1	\$ 11,249			\$ 11,699	1	\$ 11,699	
	Other tech expenses: for tech related expenses outside of Whova	\$ 8,124			\$ 1,500	1	\$ 1,500			\$ 1,560	1	\$ 1,560			\$ 1,622	1	\$ 1,622			\$ 1,687	1	\$ 1,687			\$ 1,755	1	\$ 1,755	
	Other expenses: miscellaneous																											
	Conference expenses like processing fees, shipping, promotions, etc.	\$ 81,245			\$ 15,000	1	\$ 15,000			\$ 15,600	1	\$ 15,600			\$ 16,224	1	\$ 16,224			\$ 16,873	1	\$ 16,873			\$ 17,548	1	\$ 17,548	
	Executive Director	\$ 55,152			\$ 98	104	\$ 10,183			\$ 102	104	\$ 10,590			\$ 106	104	\$ 11,013			\$ 110	104	\$ 11,454			\$ 115	104	\$ 11,912	
	Director of Learning	\$ 156,457			\$ 64	450	\$ 28,886			\$ 67	450	\$ 30,042			\$ 69	450	\$ 31,243			\$ 72	450	\$ 32,493			\$ 75	450	\$ 33,793	
	Operations Director	\$ 25,188			\$ 60	78	\$ 4,650			\$ 62	78	\$ 4,836			\$ 64	78	\$ 5,030			\$ 67	78	\$ 5,231			\$ 70	78	\$ 5,440	
	Policy Director	\$ 25,388			\$ 45	104	\$ 4,687			\$ 47	104	\$ 4,875			\$ 49	104	\$ 5,070			\$ 51	104	\$ 5,273			\$ 53	104	\$ 5,484	
	Learning Manager	\$ 70,338			\$ 37	350	\$ 12,986			\$ 39	350	\$ 13,506			\$ 40	350	\$ 14,046			\$ 42	350	\$ 14,608			\$ 43	350	\$ 15,192	
	Community Engagement Manager	\$ 42,939			\$ 38	208	\$ 7,928			\$ 40	208	\$ 8,245			\$ 41	208	\$ 8,575			\$ 43	208	\$ 8,918			\$ 45	208	\$ 9,274	
	Marketing Specialist	\$ 89,239			\$ 40	416	\$ 16,476			\$ 41	416	\$ 17,135			\$ 43	416	\$ 17,820			\$ 45	416	\$ 18,533			\$ 46	416	\$ 19,274	
	Program Coordinator	\$ 74,822			\$ 33	416	\$ 13,814			\$ 35	416	\$ 14,367			\$ 36	416	\$ 14,941			\$ 37	416	\$ 15,539			\$ 39	416	\$ 16,161	
	Membership Manager	\$ 20,822			\$ 37	104	\$ 3,844			\$ 38	104	\$ 3,998			\$ 40	104	\$ 4,158			\$ 42	104	\$ 4,324			\$ 43	104	\$ 4,497	
	Systems Manager	\$ 58,930			\$ 35	312	\$ 10,880			\$ 36	312	\$ 11,315			\$ 38	312	\$ 11,768			\$ 39	312	\$ 12,239			\$ 41	312	\$ 12,728	
	Development Director	\$ 97,155			\$ 57	312	\$ 17,937			\$ 60	312	\$ 18,655			\$ 62	312	\$ 19,401			\$ 65	312	\$ 20,177			\$ 67	312	\$ 20,984	
	OSOS Sponsorship Package																											
	Reduction	\$ (50,000)			\$ (10,000)	1	\$ (10,000)			\$ (10,000)	1	\$ (10,000)			\$ (10,000)	1	\$ (10,000)			\$ (10,000)	1	\$ (10,000)			\$ (10,000)	1	\$ (10,000)	
WSNC Full Cost Subtotal		\$ 1,162,024					\$ 213,772					\$ 222,723					\$ 232,032					\$ 241,714				\$ 251,782		

2024-2029 In-Person Training & Support Deliverables for NAWA - Budget Breakdown																
		Deliverable Expense		Full Contract (2024-2029)		Year 1 (2024-2025)		Year 2 (2025-2026)		Year 3 (2026-2027)		Year 4 (2027-2028)		Year 5 (2028-2029)		
DELIVERABLES		Total Cost	Total Requested	Cost	Hours/Cost	Total	Requested	Cost	Hours/Cost	Total	Requested	Cost	Hours/Cost	Total	Requested	Notes
Nonprofit Fundamentals - Boards in Care (Half-Day Trainings)	Trainer: expense for trainer fee and trainer's associated travel	\$ 40,500		\$ 2,400	3	\$ 7,200		\$ 2,300	3	\$ 7,650		\$ 2,700	3	\$ 8,100		Nonprofit Fundamentals trainings are provided in a half-day format (3 to 4 hours in length). NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion.
	Venue: facility rental fee (half-day)	\$ 4,062		\$ 250	3	\$ 750		\$ 280	3	\$ 840		\$ 280	3	\$ 840		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 802		\$ 50	3	\$ 150		\$ 52	3	\$ 156		\$ 54	3	\$ 162		
	Food: depending on training timing, a light/lunch or dinner is provided	\$ 8,124		\$ 500	3	\$ 1,500		\$ 520	3	\$ 1,560		\$ 540	3	\$ 1,620		
	Travel: associated travel expenses for NAWA staff	\$ 8,124		\$ 500	3	\$ 1,500		\$ 520	3	\$ 1,560		\$ 540	3	\$ 1,620		
	Staff time: Learning Manager	\$ 10,802		\$ 37	54	\$ 2,004		\$ 39	54	\$ 2,084		\$ 40	54	\$ 2,254		
	Staff time: Program Coordinator	\$ 9,713		\$ 33	54	\$ 1,793		\$ 35	54	\$ 1,865		\$ 36	54	\$ 2,017		
	Staff time: Director of Learning	\$ 20,881		\$ 64	60	\$ 3,851		\$ 67	60	\$ 4,006		\$ 69	60	\$ 4,166		
	Staff time: Marketing Specialist	\$ 3,218		\$ 40	15	\$ 594		\$ 41	15	\$ 608		\$ 42	15	\$ 608		
	Deduction for: Registrations	\$ (6,167)		\$ 1,667	NA	\$ (1,667)		\$ 1,750	NA	\$ (1,750)		\$ 1,833	NA	\$ (1,833)		
Nonprofit Fundamentals - BIC (Half-Day Trainings) Expense Subtotal		\$ 97,100	\$ 97,000			\$ 17,675	\$ 18,000			\$ 18,528	\$ 18,000			\$ 19,440	\$ 19,000	
Nonprofit Fundamentals - Finance Unlocked (Half-Day Trainings)	Trainer: expense for trainer fee and trainer's associated travel	\$ 40,500		\$ 2,400	3	\$ 7,200		\$ 2,300	3	\$ 7,650		\$ 2,700	3	\$ 8,100		Nonprofit Fundamentals trainings are provided in a half-day format (3 to 4 hours in length). NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion.
	Venue: facility rental fee (half-day)	\$ 4,062		\$ 250	3	\$ 750		\$ 280	3	\$ 840		\$ 280	3	\$ 840		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 802		\$ 50	3	\$ 150		\$ 52	3	\$ 156		\$ 54	3	\$ 162		
	Food: depending on training timing, a light/lunch or dinner is provided	\$ 8,124		\$ 500	3	\$ 1,500		\$ 520	3	\$ 1,560		\$ 540	3	\$ 1,620		
	Travel: associated travel expenses for NAWA staff	\$ 8,124		\$ 500	3	\$ 1,500		\$ 520	3	\$ 1,560		\$ 540	3	\$ 1,620		
	Staff time: Learning Manager	\$ 10,802		\$ 37	54	\$ 2,004		\$ 39	54	\$ 2,084		\$ 40	54	\$ 2,254		
	Staff time: Program Coordinator	\$ 9,713		\$ 33	54	\$ 1,793		\$ 35	54	\$ 1,865		\$ 36	54	\$ 2,017		
	Staff time: Director of Learning	\$ 20,881		\$ 64	60	\$ 3,851		\$ 67	60	\$ 4,006		\$ 69	60	\$ 4,166		
	Staff time: Marketing Specialist	\$ 3,218		\$ 40	15	\$ 594		\$ 41	15	\$ 608		\$ 42	15	\$ 608		
	Deduction for: Registrations	\$ (6,167)		\$ 1,667	NA	\$ (1,667)		\$ 1,750	NA	\$ (1,750)		\$ 1,833	NA	\$ (1,833)		
Nonprofit Fundamentals - FIN (Half-Day Trainings) Expense Subtotal		\$ 97,100	\$ 97,000			\$ 17,675	\$ 18,000			\$ 18,528	\$ 18,000			\$ 19,440	\$ 19,000	
Nonprofit Fundamentals - LGI (Half-Day Trainings) Expense Subtotal	Trainer: expense for trainer fee and trainer's associated travel	\$ 40,500		\$ 2,400	3	\$ 7,200		\$ 2,300	3	\$ 7,650		\$ 2,700	3	\$ 8,100		Nonprofit Fundamentals trainings are provided in a half-day format (3 to 4 hours in length). NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion.
	Venue: facility rental fee (half-day)	\$ 4,062		\$ 250	3	\$ 750		\$ 280	3	\$ 840		\$ 280	3	\$ 840		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 802		\$ 50	3	\$ 150		\$ 52	3	\$ 156		\$ 54	3	\$ 162		
	Food: depending on training timing, a light/lunch or dinner is provided	\$ 8,124		\$ 500	3	\$ 1,500		\$ 520	3	\$ 1,560		\$ 540	3	\$ 1,620		
	Travel: associated travel expenses for NAWA staff	\$ 8,124		\$ 500	3	\$ 1,500		\$ 520	3	\$ 1,560		\$ 540	3	\$ 1,620		
	Staff time: Learning Manager	\$ 10,802		\$ 37	54	\$ 2,004		\$ 39	54	\$ 2,084		\$ 40	54	\$ 2,254		
	Staff time: Program Coordinator	\$ 9,713		\$ 33	54	\$ 1,793		\$ 35	54	\$ 1,865		\$ 36	54	\$ 2,017		
	Staff time: Director of Learning	\$ 20,881		\$ 64	60	\$ 3,851		\$ 67	60	\$ 4,006		\$ 69	60	\$ 4,166		
	Staff time: Marketing Specialist	\$ 3,218		\$ 40	15	\$ 594		\$ 41	15	\$ 608		\$ 42	15	\$ 608		
	Deduction for: Registrations	\$ (6,167)		\$ 1,667	NA	\$ (1,667)		\$ 1,750	NA	\$ (1,750)		\$ 1,833	NA	\$ (1,833)		
Nonprofit Fundamentals - LGS (Half-Day Trainings) Expense Subtotal		\$ 97,100	\$ 97,000			\$ 17,675	\$ 18,000			\$ 18,528	\$ 18,000			\$ 19,440	\$ 19,000	
Spanish Language Workshops (Half-Day Trainings)	Trainer: expense for trainer fee and trainer's associated travel	\$ 40,500		\$ 4,000	2	\$ 8,000		\$ 4,100	2	\$ 8,200		\$ 4,200	2	\$ 8,400		Proposed subcontractor: Latino Community Fund. Spanish-language workshops will be half-day sessions (3 to 4 hours in length) depending on the topic and partner recommendations.
	Venue: facility rental fee (half-day)	\$ 4,062		\$ 250	2	\$ 500		\$ 280	2	\$ 560		\$ 280	2	\$ 560		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 540		\$ 50	2	\$ 100		\$ 52	2	\$ 104		\$ 54	2	\$ 108		
	Food: depending on training timing, a light/lunch or dinner is provided	\$ 5,416		\$ 500	2	\$ 1,000		\$ 520	2	\$ 1,040		\$ 540	2	\$ 1,080		
	Travel: associated travel expenses for NAWA staff	\$ 5,416		\$ 500	2	\$ 1,000		\$ 520	2	\$ 1,040		\$ 540	2	\$ 1,080		
	Staff time: Learning Manager	\$ 5,367		\$ 38	26	\$ 88		\$ 40	26	\$ 1,031		\$ 41	26	\$ 1,115		
	Staff time: Program Coordinator	\$ 4,676		\$ 33	26	\$ 86		\$ 35	26	\$ 88		\$ 36	26	\$ 94		
	Staff time: Community Engagement Manager	\$ 8,257		\$ 38	40	\$ 1,525		\$ 40	40	\$ 1,586		\$ 41	40	\$ 1,648		
	Staff time: Director of Learning	\$ 6,964		\$ 64	20	\$ 1,284		\$ 67	20	\$ 1,335		\$ 69	20	\$ 1,389		
	Staff time: Marketing Specialist	\$ 4,260		\$ 40	20	\$ 792		\$ 41	20	\$ 824		\$ 42	20	\$ 848		
Deduction for: Registrations	\$ (2,588)		\$ 350	NA	\$ (3,500)		\$ 360	NA	\$ (3,600)		\$ 380	NA	\$ (3,800)			
Spanish Language Workshops (Half-Day Trainings) Expense Subtotal		\$ 89,458	\$ 77,000			\$ 17,675	\$ 18,000			\$ 18,537	\$ 18,000			\$ 19,562	\$ 19,000	
Adversary Building Blocks (Half-Day Trainings)	Trainer: expense for trainer fee and trainer's associated travel	\$ 27,000		\$ 2,400	2	\$ 4,800		\$ 2,300	2	\$ 4,600		\$ 2,700	2	\$ 5,400		Adversary Building Blocks trainings are provided in a half-day format (3 to 4 hours in length). NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion.
	Venue: facility rental fee (half-day)	\$ 2,708		\$ 250	2	\$ 500		\$ 280	2	\$ 560		\$ 280	2	\$ 560		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 540		\$ 50	2	\$ 100		\$ 52	2	\$ 104		\$ 54	2	\$ 108		
	Food: depending on training timing, a light/lunch or dinner is provided	\$ 5,416		\$ 500	2	\$ 1,000		\$ 520	2	\$ 1,040		\$ 540	2	\$ 1,080		
	Travel: associated travel expenses for NAWA staff	\$ 5,416		\$ 500	2	\$ 1,000		\$ 520	2	\$ 1,040		\$ 540	2	\$ 1,080		
	Staff time: Learning Manager	\$ 5,225		\$ 37	26	\$ 965		\$ 39	26	\$ 1,003		\$ 40	26	\$ 1,045		
	Staff time: Program Coordinator	\$ 4,616		\$ 33	26	\$ 883		\$ 35	26	\$ 908		\$ 36	26	\$ 934		
	Staff time: Director of Learning	\$ 6,964		\$ 64	20	\$ 1,284		\$ 67	20	\$ 1,335		\$ 69	20	\$ 1,389		
	Staff time: Policy Director	\$ 14,847		\$ 45	60	\$ 2,704		\$ 47	60	\$ 2,812		\$ 48	60	\$ 2,920		
	Staff time: Marketing Specialist	\$ 2,145		\$ 40	10	\$ 398		\$ 41	10	\$ 422		\$ 42	10	\$ 436		
Deduction for: Registrations	\$ (2,000)		\$ 500	NA	\$ (5,000)		\$ 500	NA	\$ (5,000)		\$ 500	NA	\$ (5,000)			
Adversary Building Blocks (Half-Day Trainings) Expense Subtotal		\$ 72,230	\$ 72,000			\$ 15,112	\$ 15,000			\$ 15,702	\$ 15,000			\$ 16,411	\$ 15,000	
Strategic Planning in Nonprofits (Full-Day Trainings)	Trainer: expense for trainer fee and trainer's associated travel	\$ 30,000		\$ -	0	\$ -		\$ 3,300	2	\$ 7,000		\$ 3,700	2	\$ 7,400		Strategic Planning in Nonprofits is provided in a full-day format (6 to 7 hours in length). NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion.
	Venue: facility rental fee (full-day)	\$ 3,397		\$ -	0	\$ -		\$ 460	2	\$ 80		\$ 416	2	\$ 82		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 425		\$ -	0	\$ -		\$ 30	2	\$ 100		\$ 32	2	\$ 104		
	Food: full-day training includes morning snacks, coffee/tea, & lunch	\$ 5,945		\$ -	0	\$ -		\$ 700	2	\$ 1,400		\$ 738	2	\$ 1,476		
	Travel: associated travel expenses for NAWA staff	\$ 4,246		\$ -	0	\$ -		\$ 500	2	\$ 1,000		\$ 520	2	\$ 1,040		
	Staff time: Learning Manager	\$ 7,214		\$ -	0	\$ -		\$ 39	45	\$ 1,584		\$ 40	45	\$ 1,620		
	Staff time: Program Coordinator	\$ 6,399		\$ -	0	\$ -		\$ 35	45	\$ 1,515		\$ 36	45	\$ 1,545		
	Staff time: Director of Learning	\$ 22,879		\$ -	0	\$ -		\$ 67	60	\$ 5,241		\$ 69	60	\$ 5,354		
	Staff time: Marketing Specialist	\$ 1,740		\$ -	0	\$ -		\$ 41	10	\$ 422		\$ 42	10	\$ 436		
	Deduction for: Registrations	\$ (6,000)		\$ -	NA	\$ -		\$ 1,000	NA	\$ (1,000)		\$ 1,000	NA	\$ (1,000)		
Strategic Planning in Nonprofits (Full-Day Trainings) Expense Subtotal		\$ 78,415	\$ 77,000			\$ -	\$ -			\$ 18,543	\$ 18,000			\$ 19,513	\$ 19,000	
Tools for Running an Effective Nonprofit (Full-Day Trainings)	Trainer: expense for trainer fee and trainer's associated travel	\$ 37,000		\$ 3,500	2	\$ 7,000		\$ 3,300	2	\$ 7,000		\$ 3,700	2	\$ 7,400		Tools for Running an Effective Nonprofit is provided in a full-day format (6 to 7 hours in length). NAWA tries to work with local partners, like community foundations, to support with venue, food, and/or supply expenses as well as assist with promotion.
	Venue: facility rental fee (full-day)	\$ 4,333		\$ 400	2	\$ 800		\$ 416	2	\$ 82		\$ 433	2	\$ 86		
	Supplies: workshop supplies (e.g., pens, nametags, chart paper, markers, post-its, etc.)	\$ 540		\$ -	0	\$ -		\$ 30	2	\$ 100		\$ 32	2	\$ 104		
	Food: full-day training includes morning snacks, coffee/tea, & lunch	\$ 7,583		\$ 700	2	\$ 1,400		\$ 738	2	\$ 1,476		\$ 757	2	\$ 1,514		
	Travel: associated travel expenses for NAWA staff	\$ 4,246		\$ 500	2	\$ 1,000		\$ 520	2	\$ 1,040		\$ 541	2	\$ 1,082		
	Staff time: Learning Manager	\$ 7,214		\$ 37	45	\$ 1,575		\$ 39	45	\$ 1,584		\$ 40	45	\$ 1,593		
	Staff time: Program Coordinator	\$ 6,399		\$ 33	45	\$ 1,515		\$ 35	45	\$ 1,515		\$ 36	45	\$ 1,515		
	Staff time: Director of Learning	\$ 22,879		\$ 64	60	\$ 5,241		\$ 67	60	\$ 5,241		\$ 69	60	\$ 5,241		
	Staff time: Marketing Specialist	\$ 1,740		\$ 40	10	\$ 422		\$ 41	10	\$ 422		\$ 42	10	\$ 436		
	Deduction for: Registrations	\$ (6,000)		\$ 1,000	NA	\$ (1,000)		\$ 1,000	NA	\$ (1,000)		\$ 1,000	NA	\$ (1,000)		
Tools (Full-Day Trainings) Expense Subtotal		\$ 77,688	\$ 77,000			\$ 18,274	\$ 18,000			\$ 18,609	\$ 18,000			\$ 19,513	\$ 19,000	
IN-PERSON TRAINING SUBTOTAL		\$ 672,680	\$ 674,000			\$ 120,871	\$ 120,000			\$ 122,646	\$ 120,000			\$ 125,350	\$ 120,000	
TOTAL		\$ 1,224,680	\$ 1,224,000			\$ 221,542	\$ 218,000			\$ 225,196	\$ 218,000			\$ 230,263	\$ 218,000	

2024-2029 Nonprofit Support Deliverables for NAWA - Budget Breakdown																									
DELIVERABLE	Deliverable Expense																								
	Full Contract (2024-2029)				Year 1 (2024-2025)				Year 2 (2025-2026)				Year 3 (2026-2027)				Year 4 (2027-2028)				Year 5 (2028-2029)				
	Expense	Total Cost	Total Requested		Cost	Hours/Units	Total	Requested		Cost	Hours/Units	Total	Requested		Cost	Hours/Units	Total	Requested		Cost	Hours/Units	Total	Requested	Notes	
Community Engagers: Community-based nonprofit technical support (Proposed subcontractors: 501 Commons, Communities Rise; Possible subcontractors: Community Health Worker Coalition for Migrants and Refugees, Greater Vancouver Chamber, Olympic View Community Foundation, Pullman Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce, and Yakima Valley Community Foundation)	501 Commons: proposed subcontractor	\$ 81,250			\$ 15,000	1	\$ 15,000		\$ 15,600	1	\$ 15,600		\$ 16,225	1	\$ 16,225		\$ 16,875	1	\$ 16,875		\$ 17,550	1	\$ 17,550	Community Engagers provide community-based nonprofit technical assistance through means they deem most relevant and needed for the communities they serve. Throughout the life of the contract, we plan to activate six Community Engager partner organizations per year. We propose working with two Community Engager partners who have statewide reach (Communities Rise and 501 Commons), and then each year engaging four additional partner organizations that serve rural, geographically isolated, and/or other hard-to-reach communities. Future Community Engager partners may include: Community Health Worker Coalition for Migrants and Refugees, Greater Vancouver Chamber, Olympic View Community Foundation, Pullman Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce, and Yakima Valley Community Foundation.	
	Communities Rise: proposed subcontractor	\$ 50,000			\$ 10,000	1	\$ 10,000		\$ 10,000	1	\$ 10,000		\$ 10,000	1	\$ 10,000		\$ 10,000	1	\$ 10,000		\$ 10,000	1	\$ 10,000		
	Community Engager Partners: four additional partner organizations engaged annually	\$ 200,000			\$ 10,000	4	\$ 40,000		\$ 10,000	4	\$ 40,000		\$ 10,000	4	\$ 40,000		\$ 10,000	4	\$ 40,000		\$ 10,000	4	\$ 40,000		
	Staff time: Learning Manager	\$ 8,039			\$ 37	40	\$ 1,484		\$ 39	40	\$ 1,544		\$ 40	40	\$ 1,605		\$ 42	40	\$ 1,661		\$ 44	40	\$ 1,733		
	Staff time: Program Coordinator	\$ 7,194			\$ 33	40	\$ 1,328		\$ 35	40	\$ 1,381		\$ 36	40	\$ 1,437		\$ 37	40	\$ 1,490		\$ 38	40	\$ 1,552		
	Staff time: Community Engagement Manager	\$ 20,644			\$ 38	100	\$ 3,811		\$ 40	100	\$ 3,964		\$ 41	100	\$ 4,122		\$ 43	100	\$ 4,281		\$ 44	100	\$ 4,444		
	Staff time: Director of Learning	\$ 20,861			\$ 64	60	\$ 3,851		\$ 67	60	\$ 4,006		\$ 69	60	\$ 4,166		\$ 72	60	\$ 4,332		\$ 74	60	\$ 4,500		
	Staff time: Executive Director	\$ 12,871			\$ 40	60	\$ 2,376		\$ 41	60	\$ 2,471		\$ 43	60	\$ 2,570		\$ 45	60	\$ 2,675		\$ 46	60	\$ 2,778		
	Community Engagers Expense Subtotal	\$ 400,859	\$ 391,250				\$ 77,852	\$ 77,000				\$ 78,966	\$ 77,600				\$ 80,125	\$ 78,225				\$ 81,331	\$ 78,875		
	NONPROFIT SUPPORT SUBTOTAL	\$ 400,859	\$ 391,250				\$ 77,852	\$ 77,000				\$ 78,966	\$ 77,600				\$ 80,125	\$ 78,225				\$ 81,331	\$ 78,875		

2024-2029 Online Training & Support Deliverables for NAWA - Budget Breakdown																																				
DELIVERABLE	Deliverable Expense		Full Contract (2024-2029)				Year 1 (2024-2025)				Year 2 (2025-2026)				Year 3 (2026-2027)				Year 4 (2027-2028)				Year 5 (2028-2029)				Notes									
	Expense	Total Cost	Total Requested	Cost	Hours/Cmts	Total	Requested	Cost	Hours/Cmts	Total	Requested	Cost	Hours/Cmts	Total	Requested	Cost	Hours/Cmts	Total	Requested	Cost	Hours/Cmts	Total	Requested													
Nonprofit Fundamentals - Boards in Gear	Trainer: expense for trainer fee	\$	20,500			\$	1,200	3	\$	3,600		\$	1,275	3	\$	3,825		\$	1,350	3	\$	4,050		\$	1,425	3	\$	4,275		\$	1,500	3	\$	4,500	Boards in Gear is the first webinar in the Nonprofit Fundamentals offering and covers connections to cause, responsibilities, board composition and development, board operations, and fundraising.	
	Staff time: Learning Manager	\$	6,632			\$	37	33	\$	1,224		\$	39	33	\$	1,273		\$	40	33	\$	1,324		\$	42	33	\$	1,377		\$	43	33	\$	1,432		
	Staff time: Program Coordinator	\$	5,935			\$	33	33	\$	1,096		\$	35	33	\$	1,140		\$	36	33	\$	1,185		\$	37	33	\$	1,233		\$	39	33	\$	1,282		
	Staff time: Director of Learning	\$	18,775			\$	64	54	\$	3,466		\$	67	54	\$	3,605		\$	69	54	\$	3,749		\$	72	54	\$	3,899		\$	75	54	\$	4,055		
	Staff time: Marketing Specialist	\$	3,218			\$	40	15	\$	594		\$	41	15	\$	618		\$	43	15	\$	643		\$	45	15	\$	668		\$	46	15	\$	695		
	Nonprofit Fundamentals - BG Expense Subtotal	\$	54,810	\$	54,000				\$	9,981	\$	9,750		\$	10,461	\$	10,200		\$	10,951	\$	10,800		\$	11,452	\$	11,250		\$	11,965	\$	11,965	\$	12,000		
Nonprofit Fundamentals - Finance Unlocked	Trainer: expense for trainer fee	\$	20,500			\$	1,200	3	\$	3,600		\$	1,275	3	\$	3,825		\$	1,350	3	\$	4,050		\$	1,425	3	\$	4,275		\$	1,500	3	\$	4,500	Finance Unlocked for Nonprofits is the second webinar in the Nonprofit Fundamentals offering and covers the balance sheet, income statement, IRS Form 990, giving, and oversight.	
	Staff time: Learning Manager	\$	6,632			\$	37	33	\$	1,224		\$	39	33	\$	1,273		\$	40	33	\$	1,324		\$	42	33	\$	1,377		\$	43	33	\$	1,432		
	Staff time: Program Coordinator	\$	5,935			\$	33	33	\$	1,096		\$	35	33	\$	1,140		\$	36	33	\$	1,185		\$	37	33	\$	1,233		\$	39	33	\$	1,282		
	Staff time: Director of Learning	\$	18,775			\$	64	54	\$	3,466		\$	67	54	\$	3,605		\$	69	54	\$	3,749		\$	72	54	\$	3,899		\$	75	54	\$	4,055		
	Staff time: Marketing Specialist	\$	3,218			\$	40	15	\$	594		\$	41	15	\$	618		\$	43	15	\$	643		\$	45	15	\$	668		\$	46	15	\$	695		
	Nonprofit Fundamentals - FUN Expense Subtotal	\$	54,810	\$	54,000				\$	9,981	\$	9,750		\$	10,461	\$	10,200		\$	10,951	\$	10,800		\$	11,452	\$	11,250		\$	11,965	\$	11,965	\$	12,000		
Nonprofit Fundamentals - Let's Go Legal	Trainer: expense for trainer fee	\$	40,635			\$	2,500	3	\$	7,500		\$	2,600	3	\$	7,800		\$	2,705	3	\$	8,115		\$	2,815	3	\$	8,445		\$	2,925	3	\$	8,775	Let's Go Legal is the third webinar in the Nonprofit Fundamentals offering. NAWA partners with Communities Rise (proposed subcontractor) to provide these webinars. Communities Rise typically provides 2 attorneys and 1-2 staff to help track/respond to questions, which results in a higher trainer fee and NAWA staff coordination as more people are involved to thoroughly cover this critical topic.	
	Staff time: Learning Manager	\$	6,632			\$	37	33	\$	1,224		\$	39	33	\$	1,273		\$	40	33	\$	1,324		\$	42	33	\$	1,377		\$	43	33	\$	1,432		
	Staff time: Program Coordinator	\$	5,935			\$	33	33	\$	1,096		\$	35	33	\$	1,140		\$	36	33	\$	1,185		\$	37	33	\$	1,233		\$	39	33	\$	1,282		
	Staff time: Director of Learning	\$	18,775			\$	64	54	\$	3,466		\$	67	54	\$	3,605		\$	69	54	\$	3,749		\$	72	54	\$	3,899		\$	75	54	\$	4,055		
	Staff time: Marketing Specialist	\$	3,218			\$	40	15	\$	594		\$	41	15	\$	618		\$	43	15	\$	643		\$	45	15	\$	668		\$	46	15	\$	695		
	Nonprofit Fundamentals - LGL Expense Subtotal	\$	75,195	\$	63,000				\$	13,881	\$	12,000		\$	14,436	\$	12,300		\$	15,016	\$	12,300		\$	15,632	\$	12,900		\$	16,240	\$	16,240	\$	13,500		
Advocacy Building Blocks (Webinar)	Speaker/Panellist Honorarium: to recognize speaker's time & contributions to learning space	\$	2,167			\$	200	2	\$	400		\$	208	2	\$	416		\$	216	2	\$	433		\$	225	2	\$	450		\$	234	2	\$	468	The Advocacy Building Blocks webinar is typically a 90-minute session that dispels myths, helps nonprofits comply with public disclosure rules, and builds off the information presented in Let's Go Legal.	
	Staff time: Learning Manager	\$	3,015			\$	37	15	\$	557		\$	39	15	\$	579		\$	40	15	\$	602		\$	42	15	\$	626		\$	43	15	\$	651		
	Staff time: Program Coordinator	\$	2,698			\$	33	15	\$	498		\$	35	15	\$	518		\$	36	15	\$	539		\$	37	15	\$	560		\$	39	15	\$	583		
	Staff time: Executive Director	\$	2,652			\$	98	5	\$	490		\$	102	5	\$	509		\$	106	5	\$	529		\$	110	5	\$	551		\$	115	5	\$	573		
	Staff time: Director of Learning	\$	3,477			\$	64	10	\$	642		\$	67	10	\$	668		\$	69	10	\$	694		\$	72	10	\$	722		\$	75	10	\$	751		
	Staff time: Policy Director	\$	2,323			\$	45	30	\$	1,352		\$	47	30	\$	1,456		\$	49	30	\$	1,462		\$	51	30	\$	1,521		\$	53	30	\$	1,582		
	Staff time: Marketing Specialist	\$	695			\$	64	2	\$	128		\$	67	2	\$	134		\$	69	2	\$	139		\$	72	2	\$	144		\$	75	2	\$	150		
	Deduction for Registrations	\$	(1,500)			\$	300	NA	\$	(300)		\$	300	NA	\$	(300)		\$	300	NA	\$	(300)		\$	300	NA	\$	(300)		\$	300	NA	\$	(300)		
	Advocacy Building Blocks (Webinar) Expense Subtotal	\$	26,536	\$	10,750				\$	3,767	\$	3,750		\$	3,929	\$	3,750		\$	4,098	\$	4,000		\$	4,274	\$	4,000		\$	4,457	\$	4,457	\$	4,250		
	Trainer: expense for trainer fee	\$	10,625			\$	2,000	1	\$	2,000		\$	2,080	1	\$	2,080		\$	2,165	1	\$	2,165		\$	2,250	1	\$	2,250		\$	2,340	1	\$	2,340		Proposed subcontractor: Latino Community Fund. Spanish language webinars may be provided in a single session OR 120-minute or a multi-part series depending on the topic and partner recommendations.
	Staff time: Learning Manager	\$	2,010			\$	37	10	\$	371		\$	39	10	\$	396		\$	40	10	\$	401		\$	42	10	\$	417		\$	43	10	\$	434		
	Staff time: Program Coordinator	\$	1,799			\$	33	10	\$	332		\$	35	10	\$	345		\$	36	10	\$	359		\$	37	10	\$	374		\$	39	10	\$	388		
Staff time: Community Engagement Manager	\$	6,193			\$	38	30	\$	1,143		\$	40	30	\$	1,189		\$	41	30	\$	1,237		\$	43	30	\$	1,286		\$	45	30	\$	1,338			
Staff time: Director of Learning	\$	3,477			\$	64	10	\$	642		\$	67	10	\$	668		\$	69	10	\$	694		\$	72	10	\$	722		\$	75	10	\$	751			
Staff time: Marketing Specialist	\$	1,073			\$	40	5	\$	198		\$	41	5	\$	206		\$	43	5	\$	214		\$	45	5	\$	223		\$	46	5	\$	232			
Spanish Language Webinar Expense Subtotal	\$	25,386	\$	24,500				\$	4,686	\$	4,750		\$	4,874	\$	4,750		\$	5,071	\$	5,000		\$	5,272	\$	5,000		\$	5,483	\$	5,483	\$	5,000			
Other Topic Webinars	Trainer: expense for trainer fee	\$	20,600			\$	1,750	2	\$	3,500		\$	1,850	2	\$	3,700		\$	2,000	2	\$	4,000		\$	2,200	2	\$	4,400		\$	2,500	2	\$	5,000	With a five-year period of performance, the ability to be responsive to nonprofit needs and wants is imperative. Including Other Topic Webinars allows NAWA to address emerging topics and trends, fill identified service gaps, and convey key messages related to compliance through connected topics. Proposed subcontractor, Communities Rise, is identified to provide one legal-oriented webinar per year.	
	Staff time: Learning Manager	\$	4,019			\$	37	20	\$	742		\$	39	20	\$	772		\$	40	20	\$	803		\$	42	20	\$	835		\$	43	20	\$	868		
	Staff time: Program Coordinator	\$	3,597			\$	33	20	\$	664		\$	35	20	\$	691		\$	36	20	\$	718		\$	37	20	\$	747		\$	39	20	\$	777		
	Staff time: Director of Learning	\$	17,384			\$	64	50	\$	3,210		\$	67	50	\$	3,358		\$	69	50	\$	3,471		\$	72	50	\$	3,610		\$	75	50	\$	3,755		
	Staff time: Marketing Specialist	\$	2,574			\$	40	12	\$	475		\$	41	12	\$	494		\$	43	12	\$	514		\$	45	12	\$	535		\$	46	12	\$	556		
	Deduction for Registrations	\$	(1,000)			\$	200	NA	\$	(200)		\$	200	NA	\$	(200)		\$	200	NA	\$	(200)		\$	200	NA	\$	(200)		\$	200	NA	\$	(200)		
Other Topic Webinars Expense Subtotal	\$	47,175	\$	42,400				\$	8,391	\$	8,800		\$	8,795	\$	8,800		\$	9,306	\$	8,600		\$	9,927	\$	8,600		\$	10,756	\$	10,756	\$	9,250			
Train the Trainer Series	Trainer: expense for trainer fee	\$	16,249			\$	3,000	1	\$	3,000		\$	3,120	1	\$	3,120		\$	3,245	1	\$	3,245		\$	3,375	1	\$	3,375		\$	3,510	1	\$	3,510	The Train the Trainer series consists of a 2-part series typically 90-minute sessions as well as a special accessibility training for WA State Nonprofit Conference presenters.	
	Staff time: Learning Manager	\$	3,015			\$	37	15	\$	557		\$	39	15	\$	579		\$	40	15	\$	602		\$	42	15	\$	626		\$	43	15	\$	651		
	Staff time: Program Coordinator	\$	2,698			\$	33	15	\$	4																										

2024-2029 Resource Development Deliverables for NAWA - Budget Breakdown																								
DELIVERABLE	Expense	Full Contract (2024-2029)		Year 1 (2024-2025)				Year 2 (2025-2026)				Year 3 (2026-2027)				Year 4 (2027-2028)				Year 5 (2028-2029)				Notes
		Total Cost	Total Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	Cost	Hours/Units	Total	Requested	
Strategic Planning in Nonprofits Refresh & Enhancements	Content Specialist - contractor	\$ 10,000	\$ -	\$ 10,000	1	\$ 10,000																		Specific proposed activities include: Full review and updates of the SPIN guide and companion materials Refresh associated SPIN graphics and document layout for improved functionality Production of new SPIN videos to enhance the on-demand learning experience Transition updated SPIN content to NAWA's learning management system, LearnDash, to provide an interactive online course option
	Graphic & Document Design - contractor	\$ 10,000	\$ -	\$ 10,000	1	\$ 10,000																		
	Video Specialist - contractor	\$ 20,000	\$ -	\$ 20,000	1	\$ 20,000																		
	Staff Time: Learning Manager	\$ 4,452	\$ -	\$ 37	120	\$ 4,452																		
	Staff Time: Program Coordinator	\$ 3,985	\$ -	\$ 33	120	\$ 3,985																		
	Staff Time: Director of Learning	\$ 7,703	\$ -	\$ 64	120	\$ 7,703																		
	Staff Time: Executive Director	\$ 2,937	\$ -	\$ 98	30	\$ 2,937																		
	Staff Time: Marketing Specialist	\$ 792	\$ -	\$ 40	20	\$ 792																		
	Strategic Planning in Nonprofits Refresh Expense Subtotal	\$ 59,870	\$ 50,000			\$ 59,870	\$ 50,000																	
Tools for Running an Effective Nonprofit Refresh & Enhancements	Content Specialist - contractor	\$ 5,000	\$ -					\$ 5,000	1	\$ 5,000														Specific proposed activities include: Full review and updates to the Tools workbook and companion materials Redesign all Tools graphics and document layout for improved functionality Translate updated content into Spanish to ensure Tools remains available in English and Spanish Transition updated Tools content to NAWA's learning management system, LearnDash, to provide an interactive online course option
	Graphic & Document Design - contractor	\$ 10,000	\$ -					\$ 10,000	1	\$ 10,000														
	Spanish Translation Services	\$ 5,000	\$ -					\$ 5,000	1	\$ 5,000														
	Staff Time: Learning Manager	\$ 4,631	\$ -					\$ 39	120	\$ 4,631														
	Staff Time: Program Coordinator	\$ 4,144	\$ -					\$ 35	120	\$ 4,144														
	Staff Time: Director of Learning	\$ 8,011	\$ -					\$ 67	120	\$ 8,011														
	Staff Time: Executive Director	\$ 2,037	\$ -					\$ 102	20	\$ 2,037														
	Staff Time: Marketing Specialist	\$ 824	\$ -					\$ 41	20	\$ 824														
	Tools for Running an Effective Nonprofit Refresh Expense Subtotal	\$ 39,646	\$ 30,000					\$ 39,646	\$ 30,000															
Nonprofit Fundamentals Refresh & Enhancements - Part 1	Community Partners - content review & redevelopment	\$ 15,000	\$ -									\$ 15,000	1	\$ 15,000										Specific proposed activities include: Using plain language writing and design principles, complete a full review and updates of the Boards in Gear, Finance Unlocked for Nonprofits, and Let's Go Legal guides and companion materials including PowerPoint presentations, activities, worksheets, and templates Update document layouts for improved accessibility and creation of a large print format
	Graphic & Document Design - contractor	\$ 12,500	\$ -									\$ 12,500	1	\$ 12,500										
	Plain Language Specialist - contractor	\$ 25,000										\$ 25,000	1	\$ 25,000										
	Staff Time: Learning Manager	\$ 6,020	\$ -									\$ 40	150	\$ 6,020										
	Staff Time: Program Coordinator	\$ 5,388	\$ -									\$ 36	150	\$ 5,388										
	Staff Time: Director of Learning	\$ 13,886	\$ -									\$ 69	200	\$ 13,886										
	Staff Time: Executive Director	\$ 3,177	\$ -									\$ 106	30	\$ 3,177										
	Staff Time: Marketing Specialist	\$ 857	\$ -									\$ 43	20	\$ 857										
	Nonprofit Fundamentals Refresh - Part 1 Expense Subtotal	\$ 81,827	\$ 60,000									\$ 81,827	\$ 60,000											
Nonprofit Fundamentals Refresh & Enhancements - Part 2	Graphic & Document Design - contractor	\$ 12,500	\$ -													\$ 12,500	1	\$ 12,500						Specific proposed activities include: Translate Boards in Gear, Finance Unlocked for Nonprofits, and Let's Go Legal into Spanish Transcribe Boards in Gear, Finance Unlocked for Nonprofits, and Let's Go Legal into Braille Complete essential video updates related to possible compliance or legal changes Update all content across NAWA's Learning Library and interactive courses in LearnDash
	Braille Transcription Services - contractor	\$ 10,000	\$ -													\$ 10,000	1	\$ 10,000						
	Spanish Translation Services	\$ 10,000														\$ 10,000	1	\$ 10,000						
	Video Specialist - contractor	\$ 5,000														\$ 5,000	1	\$ 5,000						
	Staff Time: Learning Manager	\$ 3,756	\$ -													\$ 42	90	\$ 3,756						
	Staff Time: Program Coordinator	\$ 3,362	\$ -													\$ 37	90	\$ 3,362						
	Staff Time: Director of Learning	\$ 7,221	\$ -													\$ 72	100	\$ 7,221						
	Staff Time: Executive Director	\$ 3,304	\$ -													\$ 110	30	\$ 3,304						
	Staff Time: Marketing Specialist	\$ 891	\$ -													\$ 45	20	\$ 891						
	Nonprofit Fundamentals Refresh - Part 2 Expense Subtotal	\$ 56,034	\$ 50,000													\$ 56,034	\$ 50,000							
New Toolkit Development	Content Specialist - contractor	\$ 10,000	\$ -																	\$ 10,000	1	\$ 10,000		A new toolkit will expand the learning resources available to support nonprofits around board governance, finance, regulatory issues, and other aligned topics. Developing and producing a new toolkit is a large body of work that requires significant staff time and specialty support. NAWA is also aware that updates to the Charities Solicitation Act may occur during the contract period. If the changes become law, or there are updates to the Washington Nonprofit Corporation Act, NAWA proposes using the funds allocated for a new toolkit to update the Washington Nonprofit Handbook as well as our Starting and Dissolving a Nonprofit guides.
	Graphic & Document Design - contractor	\$ 10,000	\$ -																	\$ 10,000	1	\$ 10,000		
	Video Specialist - contractor	\$ 10,000																		\$ 10,000	1	\$ 10,000		
	Staff Time: Learning Manager	\$ 8,681	\$ -																	\$ 43	200	\$ 8,681		
	Staff Time: Program Coordinator	\$ 7,770	\$ -																	\$ 39	200	\$ 7,770		
	Staff Time: Director of Learning	\$ 15,019	\$ -																	\$ 75	200	\$ 15,019		
	Staff Time: Executive Director	\$ 4,582	\$ -																	\$ 115	40	\$ 4,582		
	Staff Time: Marketing Specialist	\$ 1,853	\$ -																	\$ 46	40	\$ 1,853		
	New Toolkit Development Expense Subtotal	\$ 67,905	\$ 60,000																		\$ 67,905	\$ 60,000		
RESOURCE DEVELOPMENT SUBTOTAL		\$ 305,282	\$ 250,000			\$ 59,870	\$ 50,000			\$ 39,646	\$ 30,000			\$ 81,827	\$ 60,000			\$ 56,034	\$ 50,000			\$ 67,905	\$ 60,000	

2024-2029 Project Management for NAWA - Budget Breakdown																
DELIVERABLE	Deliverable Expense															
	Full Contract (2024-2029)				Year 1 (2024-2025)		Year 2 (2025-2026)		Year 3 (2026-2027)		Year 4 (2027-2028)		Year 5 (2028-2029)			
	Expense	Total Cost	Total Requested		Cost	Requested		Cost	Requested		Cost	Requested		Cost	Requested	Notes
Project Management (Administrative systems, staff support, leadership, contract management, etc.)	Communications	\$ 307,367	\$ 232,095		\$ 49,927	\$ 38,200		\$ 53,838	\$ 39,920		\$ 57,364	\$ 42,195		\$ 81,119	\$ 64,080	The Project Management cost was calculated by creating a subtotal of all of the costs and then adding a flat rate of 18%. This proposed 18% includes staff time for invoicing and reporting, overall administration, staff supervision, and other business expenses like occupancy, insurance, etc.
	Conference	\$ 50,000	\$ 50,000		\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000	
	In-Person Training	\$ 625,069	\$ 614,500		\$ 100,017	\$ 99,000		\$ 122,698	\$ 122,250		\$ 128,444	\$ 125,500		\$ 133,936	\$ 130,500	
	Nonprofit Support	\$ 400,859	\$ 391,250		\$ 77,852	\$ 77,000		\$ 78,966	\$ 77,600		\$ 80,125	\$ 78,225		\$ 81,331	\$ 78,875	
	Online Training	\$ 605,979	\$ 580,790		\$ 99,072	\$ 95,500		\$ 118,108	\$ 113,350		\$ 123,798	\$ 118,635		\$ 129,351	\$ 123,630	
	Resource Development	\$ 305,282	\$ 250,000		\$ 59,870	\$ 50,000		\$ 39,646	\$ 30,000		\$ 81,827	\$ 60,000		\$ 56,034	\$ 50,000	
	Subtotal	\$ 2,294,555	\$ 2,118,635		\$ 396,737	\$ 369,700		\$ 423,256	\$ 393,120		\$ 481,558	\$ 434,555		\$ 491,770	\$ 457,085	
	Project Management Cost	\$ 413,020	\$ 381,354		\$ 71,413	\$ 66,546		\$ 76,186	\$ 70,762		\$ 86,680	\$ 78,220		\$ 88,519	\$ 82,275	
PROJECT MANAGEMENT SUBTOTAL		\$ 413,020	\$ 381,354		\$ 71,413	\$ 66,546		\$ 76,186	\$ 70,762		\$ 86,680	\$ 78,220		\$ 88,519	\$ 82,275	\$ -

EXHIBIT C. INSURANCE REQUIREMENTS

1. **INSURANCE OBLIGATION.** During the Term of this Contract, Contractor shall possess and maintain in full force and effect, at Contractor's sole expense, the following insurance coverages:
 - a. **COMMERCIAL GENERAL LIABILITY INSURANCE.** Commercial general liability insurance (and, if necessary, commercial umbrella liability insurance) covering bodily injury, property damage, products/completed operations, personal injury, and advertising injury liability on an 'occurrence form' that shall be no less comprehensive and no more restrictive than the coverage provided by Insurance Services Office (ISO) under the most recent version of form CG 00 01 in the amount of not less than \$2,000,000 per occurrence and \$4,000,000 general aggregate. This coverage shall include blanket contractual liability coverage. This coverage shall include a cross-liability clause or separation of insured condition.
 - b. **WORKERS' COMPENSATION INSURANCE.** Contractor shall comply with applicable Workers' Compensation or Industrial Accident insurance providing benefits as required by law.
 - c. **EMPLOYER'S LIABILITY (STOP GAP) INSURANCE.** Employer's liability insurance (and, if necessary, commercial umbrella liability insurance) with limits not less than \$1,000,000 each accident for bodily injury by accident, \$1,000,000 each employee for bodily injury by disease, and \$1,000,000 bodily injury by disease policy limit.
 - d. **COMMERCIAL AUTOMOBILE LIABILITY INSURANCE.** Commercial automobile liability insurance covering the ownership, maintenance, and/or use of all owned/leased, non-owned, and hired vehicles used in the performance of the Contract, with limits of not less than \$1,000,000 per accident, combined single limit for bodily injury and property damage liability. Coverage shall be provided on Insurance Services Office (ISO) form number CA 0001 or an equivalent. The required limits can be satisfied by any combination of primary, umbrella, or excess policy.
 - e. **PROFESSIONAL LIABILITY (ERRORS & OMISSIONS) INSURANCE.** Professional liability (errors & omissions) insurance appropriate to the Contractor's profession, with limits no less than \$2,000,000 per occurrence or claim, \$4,000,000 in the aggregate.

The insurance coverage limits set forth herein are the minimum. Contractor's insurance coverage shall be no less than the minimum amounts specified. Coverage in the amounts of these minimum limits, however, shall not be construed to relieve Contractor from liability in excess of such limits. Contractor waives all rights against the State of Washington for the recovery of damages to the extent such damages are covered by any insurance required herein.

2. **INSURANCE CARRIER RATING.** Coverages provided by the Contractor must be underwritten by an insurance company deemed acceptable to the State of Washington's Office of Risk Management. Insurance coverage shall be provided by companies authorized to do business within the State of Washington and rated A- Class VII or better in the most recently published edition of Best's Insurance Rating. EWSHS reserves the right to reject all or any insurance carrier(s) with an unacceptable financial rating.

3. **ADDITIONAL INSURED.** Commercial General Liability, Commercial Automobile Liability, and Pollution Liability Insurance shall include the State of Washington and the Office of the Secretary of State (OSOS) (and their agents, officers, and employees) as Additional Insureds evidenced by copy of the Additional Insured Endorsement attached to the Certificate of Insurance on such insurance policies.
4. **CERTIFICATE OF INSURANCE.** Prior to execution of the Contract, Contractor shall furnish to OSOS, as evidence of the insurance coverage required by this Contract, a certificate of insurance satisfactory to OSOS that insurance, in the above-stated kinds and minimum amounts, has been secured. In addition, no less than ten (10) days prior to coverage expiration, Contractor shall furnish to OSOS an updated or renewed certificate of insurance, satisfactory to OSOS, that insurance, in the above-stated kinds and minimum amounts, has been secured. Failure to maintain or provide proof of insurance, as required, will result in contract cancellation. **All policies and certificates of insurance shall include the Contract number stated on the cover of this Contract.** All certificates of Insurance and any related insurance documents shall be delivered to OSOS by U.S. mail, postage prepaid, or sent via email, and shall be sent to the address or email address set forth below or to such other address or email address as OSOS may specify in writing:

US MAIL:

Contract Insurance Certificate

Contract No. S-8303

Attn: Contracts

Office of the Secretary of State

Operations Division

PO Box 40224

Olympia, WA 98504-0224

EMAIL: CONTRACTS@SOS.WA.GOV

Subject Line:

Contract Insurance Certificate

Contract No. S-8303

5. **PRIMARY COVERAGE.** Contractor's insurance shall apply as primary and shall not seek contribution from any insurance or self-insurance maintained by, or provided to, the additional insureds listed above including, at a minimum, the State of Washington and/or any Purchaser. All insurance or self-insurance of the State of Washington and/or Purchasers shall be excess of any insurance provided by Contractor or subcontractors.
6. **SUBCONTRACTORS.** Contractor shall include all subcontractors as insureds under all required insurance policies. Alternatively, prior to utilizing any subcontractor, Contractor shall cause any such subcontractor to provide insurance that complies with all applicable requirements of the insurance set forth herein and shall furnish separate Certificates of Insurance and endorsements for each subcontractor. Each subcontractor must comply fully with all insurance requirements stated herein. Failure of any subcontractor to comply with insurance requirements does not limit Contractor's liability or responsibility.

7. **WAIVER OF SUBROGATION.** Contractor waives all rights of subrogation against the State of Washington and OSOS for the recovery of damages to the extent such damages are or would be covered by the insurance specified herein.
8. **NOTICE OF CHANGE OR CANCELLATION.** There shall be no cancellation, material change, exhaustion of aggregate limits, or intent not to renew insurance coverage, either in whole or in part, without at least sixty (60) days prior written Legal Notice by Contractor to OSOS. Failure to provide such notice, as required, shall constitute default by Contractor. Any such written notice shall include the Contract number stated on the cover of this Contract.
9. **EXTENDED REPORTING PERIOD.** If any required insurance coverage is on a claims-made basis (rather than occurrence), Contractor shall maintain such coverage for a period of no less than three (3) years following expiration or termination of the Contract.