

Where Does Your Money Go?

A VISUAL OF WACA'S BUDGET



IN THIS REPORT

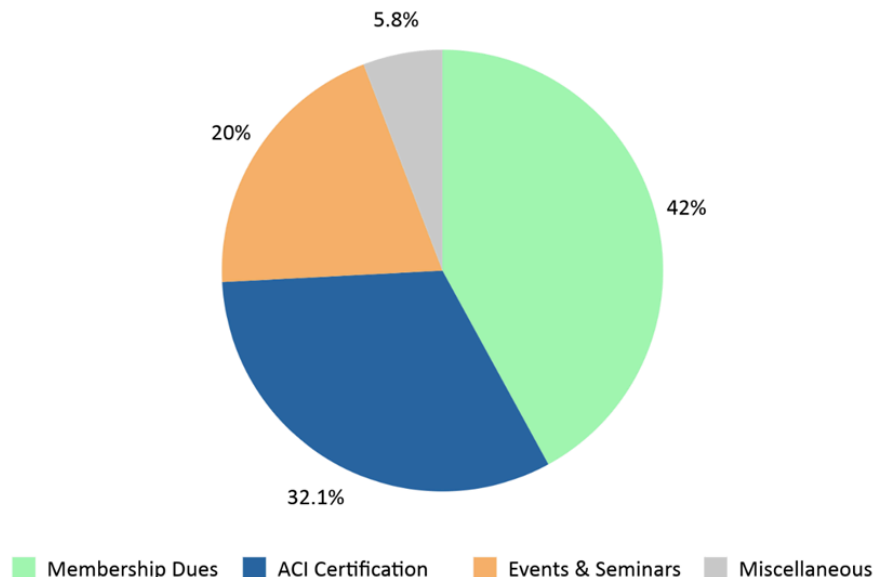
» INCOME » EXPENSES » STAFF TIME

INCOME

WACA is dependent on income from membership dues, our certification program, events and seminars, and miscellaneous donations from our industry partners such as the Northwest Cement Council (NCC).

We have a projected income of approximately \$1.2 million for this fiscal year, which includes a 3% increase in dues to account for the rising cost of doing business.

The pie chart below represents the percentage of our total income that is derived from each source for the 2025-2026 adopted budget.



It is apparent that each of the significant components of our budgeted income is integral to the overall health of the association, and maintaining a balance between membership dues and our other income streams is crucial for the health and diversity of the association.

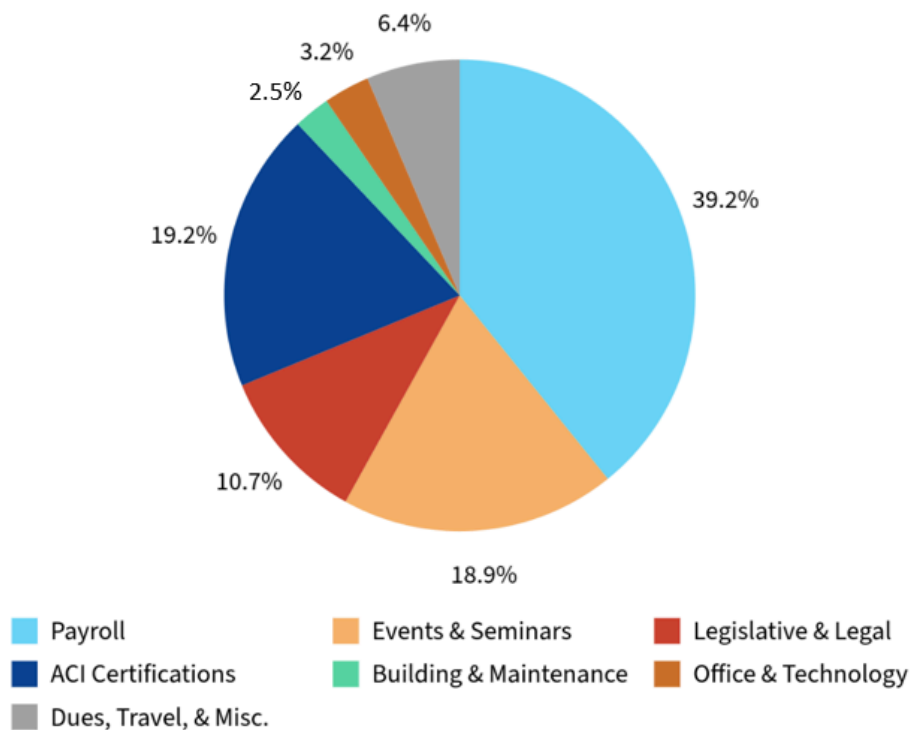
Your membership dues contribution is significant to the viability and success of the association.

EXPENSE

One of the most critical aspects of my role as executive director is to manage the budget responsibly and with a diversified focus. To achieve this, I continually review where our money is spent, with the goal of ensuring it is effective for our members.

We have a total projected expenditure of approximately 1.2 million, and we run a balanced cash-based budget throughout the year.

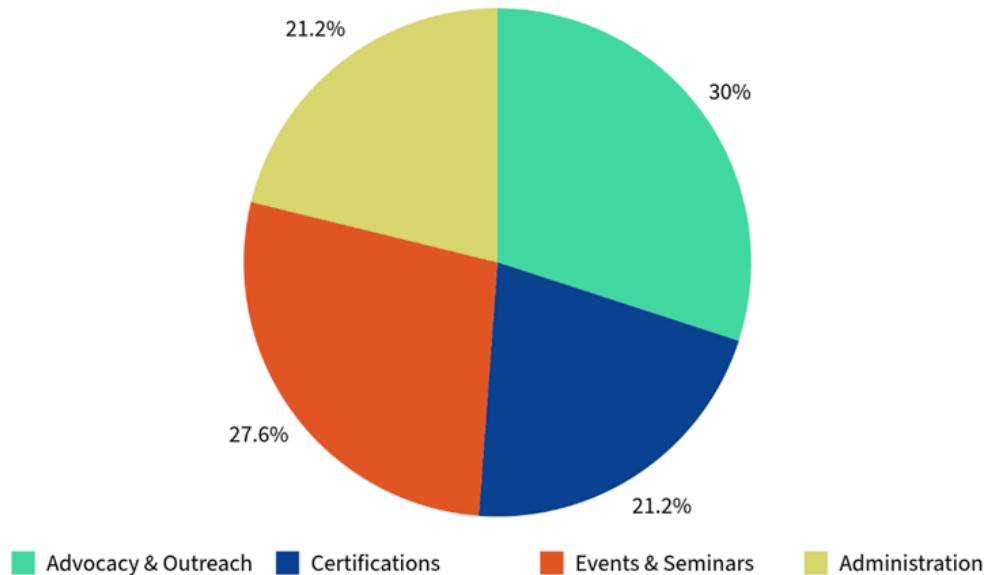
This is a visual breakdown of how the money is allocated as a percentage of total expenses.



One key item to note is that we currently do not include payroll expenses in the ACI certification program expense reporting. We do this to keep the cost of these certifications as reasonable as possible for our members to attain. This means that WACA is absorbing the cost of payroll for this program, and therefore, the total cost of running the ACI certification program does not reflect the staff time dedicated to that program. I estimate that approximately 21% of our total payroll expense is currently allocated to the ACI certification program, which is detailed on the next page.

STAFF TIME

Given that payroll accounts for approximately 40% of our total expenses, I'd like to take a moment to provide a visual representation of where our time is currently allocated. The chart below represents the average of all three positions and does not reflect each position individually.



You can see that we have all taken a significant portion of the pie and divided it relatively equally. We all touch each of the quadrants, with some of us carrying more of the load in certain areas, which is the nature of our respective roles.

Overall, I am pleased with the cohesiveness, balance, and crossover this team has with each of these categories. This balanced approach ensures that there are no gaps or areas where we fail to meet the needs of our membership.

My goal is to maintain transparency regarding the state of the association in every aspect of our work for you. I hope that these simple visuals help our members understand where your money comes from, where it is spent, and where staff spend their time.

We can also make any report available to the membership upon request. Please let me know if you have any questions.

Thank you,

Cory LeeAnn Shaw,
Executive Director
WA Aggregates & Concrete Association