



Taking Care of Business

"By the end of the decade, the Wisconsin Association of School Business Officials shall be the most influential organization on significant Wisconsin school business management issues."
WASBO Vision

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LIGHTS, CAMERA, ACTION!



There was plenty of action at the 61st Annual WASBO Foundation Spring Conference & Exhibits. Arnold Shapiro inspired us and helped us understand that "failure is not an option." Seeing

Arnold Shapiro's Oscar for "Scared Straight" was exciting. His story as to how he won it was stimulating, as he asked people to think differently about the world in which they live. He made it apparent that challenges and obstacles are simply tests, which inspire us to become even more creative in dealing with our challenges. In the end, addressing our obstacles is worth the effort because we make a difference in people's lives. Arnold Shapiro demonstrated through his documentaries that we can help young people grow from childhood to adulthood in ways that are truly meaningful.

In addition, WASBO made its own action. Over 260 Members filled the "theaters" attending over 40 excellent professional development events. Our educational sessions, presented by experts in their respective areas, included topics on leadership, facilities, improving efficiency, labor/human resources, technology and OPEB. Viterbo University awarded graduate credit to attendees, honored by the Department of Public Instruction

in meeting administrative certification requirements. Attendees also dedicated themselves to spend time with over 135 Service Affiliates to learn more about the latest products and services available to school districts. WASBO recognized three Service Affiliates for best incorporating the conference movie theme into their exhibit space. They are First Place - Rinderle Door; Second Place Key Benefit Concepts; and Third Place TRANE. Brian Johnston (New Richmond SD) also receive a free Fall Conference Registration when his voting card was drawn from those participating.

"What a Difference making a Difference Makes"

Making a difference also means availing oneself to professional networking activities. Growing professionally includes comparing notes and conversing with our colleagues about the educational issues facing us. As we share our experiences, we come away with new ideas that will make a difference in our home district. Arnold Shapiro reminded us that there is personal gratification and reward in the work we do. WASBO provided opportunities for Mentors and Mentees to share information and WASBO members to attend committee meetings. The WASBO Foundation, through the generous support of our Service Affiliate Sponsors and fund raising efforts at networking activities, awarded \$15,500 in scholarships to six deserving high school graduates. See pages 3,20 & 22

to appreciate our scholarship winners. WASBO also recognized colleagues who have contributed to our profession.

- Zastrow Award ~ Gail Moesch**
- New School Business Official of the Year ~ Gail Haack**
- Facility Manager of the Year ~ Gary Rosploch**
- Business Services Award ~ Weyauwega-Fremont School District**
- Friend of WASBO ~ Kim Hurtz**

In addition, WASBO congratulated 12 members for attaining their Facilities Manager Certifications. WASBO also raised funds at the silent auction to help Erin Green become the new Vice President of ASBO International and to provide grants, like those awarded to Jill Bodwin and Patrick Finnemore, to support their efforts to serve on ASBO International committees.

The Spring Conference Committee, co-chaired by Sue Schnorr and John Sackett, provided us an excellent opportunity for professional development and networking. The Spring Conference Committee will meet in the next month to review the evaluations and start planning the next Spring Conference. It is an enjoyable committee on which to serve. If you would like to join the committee, contact the WASBO Office or Diane Pertzborn. Like all the WASBO Committees, the Spring Conference Committee "makes a difference." Mark your calendar to be in Green Bay on May 26-29, 2009 for our next Spring Conference!

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Editor: Woody Wiedenhoeff



President's Message

The Leadership Challenge

The Final Chapter

It's hard to believe that the 2007-08 school year has come to an end. I hope this past year has been both personally and professionally rewarding for you. 2007-08 has proven to be a very successful year for WASBO. Our organization's accomplishments this past year didn't happen by chance - they have been the result of good planning and an immense effort by a dedicated group of professionals.

My WASBO newsletter articles this year have focused on the challenges of effective leadership. The following is a summary of the newsletter article themes for 2007-08:

- Cultivating Leadership / Developing Leadership Capacity, *August 2007*
- Managing the "Challenges" of Leadership, *October 2007*
- Facilitating Change Through Leadership, *December 2007*
- Developing Leadership Through Community Involvement, *February 2008*
- Developing a Strategic Communications Plan, *April 2008*

I hope you have found the newsletter articles to be informative and useful. The ideas or suggestions in the articles were meant to be common sense and practical.

Leadership, by its nature, is inherently full of challenges. Actively participating in your professional organization(s) and regularly networking with your peers are key factors in successfully addressing the challenges you face as a leader. My challenge to you is to continue improving

and growing our professional organization (WASBO) to help support its members in managing the significant challenges ahead.

It has been an honor to serve as your president this year. I have thoroughly enjoyed the experience and the opportunity to apply my leadership abilities while helping to build leadership capacity within our organization.

Well, it's time to sign-off now. I can't thank everyone enough for their support, contributions and seemingly endless involvement this past year. You all deserve a "standing ovation" for making WASBO a truly outstanding organization and one to be very proud of!



*Tom Wohlleber
WASBO President*

*WASBO Foundation
\$2,500 President's
Scholarship
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Victoria Kreger

Victoria received \$1,000 of the President's Scholarship to pursue an Associate Degree in Drafting and Design at Herzig College. She is a graduate of the Middleton Alternative High School.



*Nick Butzek
"Race to the Finish
Lifeline" Scholarship*

\$1,500 of the President's Scholarship was used to establish an aid fund for those students who attend Middleton Alternative High School, are at risk of not graduating and need to take correspondence course credits from Brigham Young University, as Nick did, in order to fulfill high school graduation requirements. These students must also be in financial need, and will have their credits paid for from this fund.





Woody Wiedenhoeff
WASBO Executive Director

Exec's Reflections

Measuring Success

At the February, 2007 ASBO Leadership Conference, leaders from every facet of ASBO International discovered, studied and

critiqued the ASBO International Strategic Plan using the points made in a new publication by ASAE & The Center for Association Leadership, "7 Measures of Success, What Remarkable Associations Do That Others Don't". ASAE, in using Jim Collin's matched-pair research methodology, sifted through fifteen years of data on associations and non-profit groups and conducted original analysis for four years. They also consulted with Jim Collins on a regular basis and used his methodologies and theories found in his books, "Good to Great" and "Built to Last". Diane Pertzborn, Tina Hafeman and I were fortunate to be a part of the workshop. So, what are the seven key factors? Does WASBO embody these "7 Measures of Success"? The answer is an emphatic "yes". WASBO is one of the strongest professional associations in the state.

The "7 Measures of Success" are:

1. **Customer Service Culture**—we are here to serve the members.
2. **Alignment with Mission**—in the midst of change, we align the offerings, services and products with the WASBO Vision and Mission.
3. **Data Driven Strategies**—we know how to analyze solid data and then determine actions that

again align with the vision and mission.

4. **Dialogue and Engagement**—we excel in having ongoing conversations regarding direction and priorities.
5. **Broker of Ideas**—we take positive steps to facilitate visionary thinking.
6. **Organizational Adaptability**—we know when to change and when not to change in our ever-transforming environment.
7. **Alliance Building**—we seek partners and projects that complement the mission and vision.

The educational community respects WASBO's work and professionalism. WASBO members have a long tradition of sharing their professional expertise with each other. We mentor each other and network with each other on a regular basis. We do this formally at conferences, workshops and in our Mentoring Program. More importantly, we are comfortable doing this informally with each other via e-mails, phone calls, at regional meetings, and other informal gatherings. WASBO members use the Vision and Mission as a barometer in analyzing new services and offerings. We know how to collect data and input from membership and use it for setting new goals and priorities. The regular evaluations we do after each conference and input Leadership receives from membership for strategic planning are examples. New goals and priorities are discussed and determined by the WASBO Board with this membership input.

We work collaboratively with each other and engage each other in respectful, open dialogues about changes needed in the future. We live in a very fast-

paced environment that demands a great deal of change, but we are careful to stay true to our core and most successful activities. WASBO Leadership and staff take specific steps to facilitate visionary thinking and believe that taking well discussed and well thought out risks are important to success. We demand success of ourselves in taking risks. Even if a new idea fails, we proactively learn from the failure for the next change. Moreover, we continually seek out partners and projects that harmonize with our vision and mission.

Examples of future growth are the writing of the "Budget Cycle" book for WASB, the new Midwest Facility Masters Conference with ASBO, the new on-line Resource Library project with the Pennsylvania ASBO, the new Career Center project and the use of new communication technologies on the WASBO web site. We were influential in changing Special Education aid calculations for Guidance Counselors, Psychologists, Social Workers and Nurses. We have been influential in dealing with Indoor Environmental Quality legislation. In addition, we have been influential in dealing with the Budget Repair of the 2007-09 State Budget. We will continue meeting with WEAC, WASB, SNA, WASDA, AWSA, WCASS, the DPI and the School Finance Network to create a stronger voice for the education of our children.

Growth, engagement and participation continue to excel at WASBO. Over the last two years, the membership has grown 46% from 796 members to 1170 members. The Facilities Management Conference and Custodial Conference have grown 39% and 51% respectfully. The Accounting Conference has grown 26%, the Fall Conference has grown

Continued on page 6

EXPERIENCE COUNTS

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President Elect's Corner

By Diane Pertzborn, Business Manager, DeForest School District

F e l l o w
W A S B O
m e m b e r s
and friends,

I am sending a quick note to say that I am looking forward to representing you over the next 12 months. Serving as president is going to provide me with an opportunity to learn more about our organization, our membership, and our professions. I think (hope?) I am ready to take on the challenge. I am certainly proud to be here.

The WASBO Board is continuing its work ensure that the organization grows, not just in membership, but in influence as well. We will be relying on our membership to work with the Executive Director and the great administrative support team to expand the services and resources that WASBO currently provides. We will be relying on those who lead and serve on committees to continue to plan and organize professional development opportunities that help us learn new skills, keep us up to date on regulations, and bring us together. We will also be relying on you

to share what you know so that we can benefit from your knowledge, expertise, and sometimes your mistakes!

In closing, all of us know the next month goes by in a hurry. Deadlines can make us think that there is no time for recreation or fun. Calendars get filled with meetings and appointments making spontaneity out of the question. For your personal health and satisfaction, block out time for yourself and do something you enjoy before the summer is gone. The work will be there when you get back.

Get the Most from Your WASBO Membership: Get Involved!

One of the greatest values for your membership is the WASBO Network.
When you give you get back much more.

Join a WASBO Committee, Goal Action Team or Special Project.

Attend your Regional Meetings and be actively involved.

Submit a presentation for one of WASBO's many conference.

Write an article for the WASBO newsletter, *Taking Care of Business*.

For more information on how to make a connection with your colleagues contact the WASBO office or go to www.WASBO.com!

It is Dues Renewal Time for Membership Year July 1, 2008-June 30, 2009.

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It is quick and easy. Go to www.WASBO.com and click on Renew WASBO Membership Dues. You will be prompted for your username and password. If you have not previously logged into the WASBO web site, it will be your first name and last name with no space and WASBO as the password. If you have forgotten your password; click on Forgot Password, and the web site will email your username and password. You can use a credit card, purchasing card, check or purchase order.

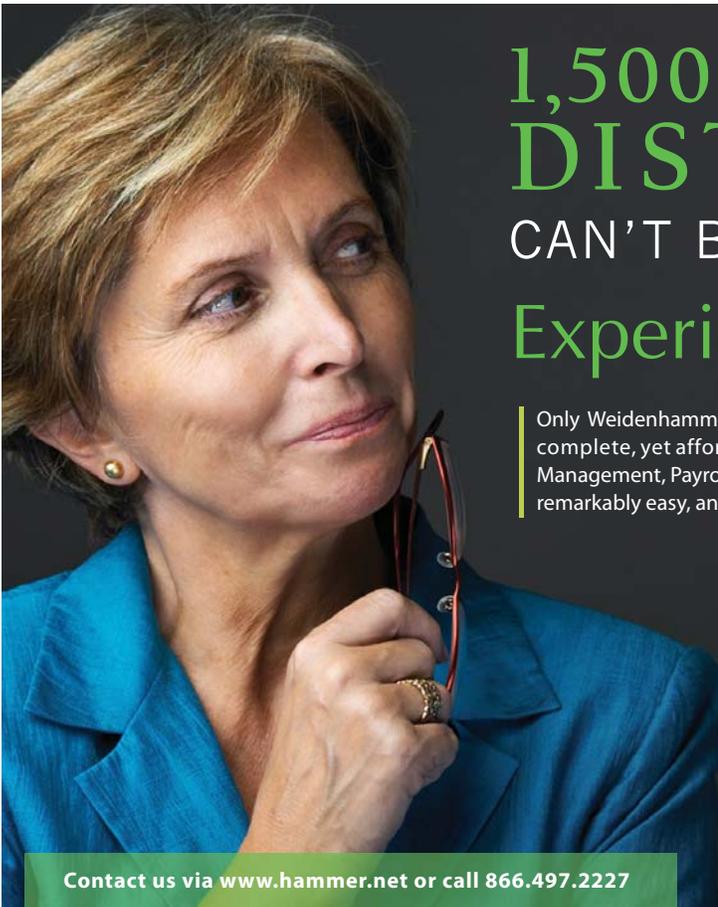
You can renew both WASBO & ASBO Dues in one easy transaction. Don't miss out on the benefits of membership in your professional association!

Exec's Reflections

Continued from page 4

43% and the Human Resources Seminar has grown 22%.

WASBO is one of the strongest professional organizations in the state. I can see the use of "7 Measures of Success" throughout the organization on a regular basis. However, WASBO has an eighth strength. WASBO members believe in a higher principle than being accountable for past actions. WASBO members believe we have a responsibility to help our society and children succeed. That is how we measure our success.



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WASBO Member Spotlight

Jay Clark



Jay Clark is a very successful Business Manager at Holmen School District, where he has been on the leadership team since 1991. Like many of our colleagues, his route to Holmen was circuitous. Jay spent his undergraduate days in education classes and on the football field. He was a running back for UW-Whitewater for four years, culminating as a team co-captain his senior year. He graduated in 1982. He went on to coach football and track and field at Whitewater for two years. He continued coaching at the University of Northern Iowa while finishing his master's degree in education. He then earned a second master's degree in the School Business Management Program at UW-Whitewater. He was the Business Manager at Palmyra-Eagle from 1987-1991 and then moved his career and family to Holmen in 1991.

Jay married Pam in 1985 and they have four daughters, ages 19, 17 and twins age 14. Besides being the Business Manager at Holmen, Jay is a hobby farmer where you find his family raising sheep, chickens and caring for his orchid and gardens. The Clark girls are active in 4-H. The girls show livestock at the County Fair. Jay shared that the girls 4-H experience is a most enjoyable family experience for him and Pam also. Jay also shared that one of the twins is challenged with cerebral palsy. He sees this as a gift that has taught him lessons about diversity, dignity and compassion that he may not have otherwise understood as clearly.

If you don't find Jay at the office or working on the farm, you need to look for him biking or hunting. He loves

hunting whitetail deer and upland game birds. Some of his best memories are about hunting with his father in Wyoming for antelope. As a bicyclist, he trains regularly in the Holmen area for an annual two day cross state trip that he takes with friends from La Crosse to the eastern side of the state.

Covey's "Seven Habits of Highly Effective People" are very important to Jay. Jay summarized by noting he tries to live his life around a condensed version: Focus on what I need to do to improve, not what others should be doing; What can be accomplished along is dwarfed by what can be accomplished together; "It" is all much bigger than any of us individually.

Live the Serenity Prayer. "God grant me the serenity to accept the things I cannot change; courage to change the things I can; and wisdom to know the difference..."

Jay's motto by which to live life becomes evident in his work at Holmen. His leadership in Holmen helped pass 10 out of 12 referenda since 1992. This is believed to be the largest number of successful referenda in the state during this period. Holmen's challenges center around increasing enrollment. Besides referendum projects and funding, Jay finds himself dealing with improving and expanding services for their increasing enrollment. Jay sees challenges in continuing to attract the additional high quality staff needed in a growing district. Another challenge was regrouping after the failed two-part referendum on facilities/operations. Jay says, "Questioning the reason for the failure and realign with our

community desires and student needs was both challenging and rewarding." The new referenda were passed by the community.

We have an outstanding relationship with our community. Jay notes that the leadership team works diligently to inform the community about future needs and referenda, during the present referendum presentations and decisions. Jay noted that public confidence had everything to do with the Superintendent's credibility and the Leadership Team's credibility.

When Jay was asked to describe the one indulgence in life he allows himself, he responded, "I'm probably too excessively practical to have an indulgence. And more a shoulder to the wheel kind of guy. I do enjoy a Leine's Summer Shandy from time to time." Followed up with what he would do if money were no object he centered in on family. "I would take a very long vacation with my children and Pam. Then, I would take a very long vacation with Pam alone."

"What managers say means nothing unless their actions model what they say."
Darcy Hitchcock



WASBO Member Spotlight

Jenny Goldschmidt



The Annual Spring Conference's atmosphere that we enjoy has much to do with Jenny's work and efforts on the Spring Conference Committee. You can see her ideas and fingerprints on almost all the decorations. Her work over the years has made our Spring Conference exciting and stimulating.

However, most of Jenny's life is devoted to providing leadership at Clintonville School District as their Business Manager. She started out at Clintonville as the Financial Manager 23 years ago after graduating from UW-Green Bay with a Business Management degree. After receiving her license for School Business Management from UW-Milwaukee, Jenny became the School Business Manager. One of her three most noted accomplishments at Clintonville was providing financial leadership for passing a referendum to build a new high school, refurbish the old high school into a middle school, provide elementary school remodeling and provide a community recreation center for \$23,000,000. She also provided the financial leadership to help the community pass a Revenue Cap

referendum to support the use of these new facilities for \$650,000. These referendums passed overwhelmingly with the highest voter turnout, 75%, in the history of the community. Her work was invaluable to the citizens group promoting the project, Community Area Recreation and Education Committee (CARE). Her third accomplishment was helping lead the actual construction projects. Now Clintonville has a new high school, refurbished middle school, remodeled elementary school and a Community Center that is open to the public 7 days a week. This Community Center, incorporated into the high school, has an 8-lane pool, a zero depth therapy pool, whirlpool, community gym and fitness center, as well as family locker rooms.

Today, one of her professional challenges in conjunction with the Food Service Director is to provide affordable, nutritious, good tasting meals to the Clintonville students and still keep the Food Service Budget in the black.

Jenny also has a very balance life. She is an avid reader, enjoys needlework,

stays healthy with biking and walking and cherishes trips to the family cabin on a lake north of Minocqua. She leads her life with the motto "Keep your options open, don't close the door on anyone and stay receptive to new ideas". Jenny thinks in terms of helping others. When asked what she would do if money were no object, she replied she would like to use the money for more land to help the schools expand in the future. When pushed that she would have to use the money on herself, she thought a new retirement home in the country would be nice. Her one rarely used indulgence is to go to a spa a once a year.

Jenny was asked at the end of the interview if she wanted to share anything else with her colleagues. She replied that she wanted people to know how fortunate she is to work with a dedicated office staff who are hardworking, professional, respectful and loyal, who work without complaint. Jenny said this makes working in Clintonville enjoyable and special.

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Tom Helgestad
WASBO Director

Director's Corner Summer is Here: Now What?

By Tom Helgestad, Director of Buildings & Grounds, Wisconsin Rapids School District

Well here we go again heading into a summer and wondering if we'll be done

when the kids and teachers return in September. As we all know and have experienced we have more work that needs to be done than we have time and personnel to accomplish it.

If you don't have this problem your either blessed or living a dream.

Whether it is cleaning buildings, moving teaching staff, maintenance projects, construction projects, classroom remodeling, preventative maintenance work, technology labs and upgrades in classrooms the list doesn't end. Prioritizing the needs and what is important in your district is crucial to keep you ahead of the game. Communicating with the district players will keep the sharks at bay. Whether it is the superintendent, business manager, principal, teachers or custodian the more they feel in the loop the better your summer will be.

Making a list of projects that need to be done and a timeline as to when during

the summer it'll be accomplished will help keep things on track. It also helps to list your staff's vacation days so you can schedule projects as your labor is available.

I think we all have been asked the question "Do you work all summer?" or "What do you do all summer long?" This is a great opportunity to educate people and the public on what it takes to prepare for the up coming school year and how important it is to maintain your schools. This will give you an opportunity to inform people on what you see as needs in your district facilities. Be sure to be positive about what your needs are and why it is important for the district in the future. Being prepared to answer questions effectively and to

s p e a k intelligently about your needs will be put you and your program in a positive position with who ever you are talking to.

The other summer issue

Legislative Update

Continued from page 11

necessary.

I hope you find this information useful in understanding the operation of the SAA. If you have any questions please contact SAA Director of Government Relations John Forester at (608) 242-1370 or john.forester@wsaa.org. Thanks for listening and, as always, thank you for your efforts on behalf of

Wisconsin schoolchildren. For up-to-date reports on legislative activities, please visit the SAA's website at www.wsaa.org.

that needs to be addressed to make it thru the summer is taking care of "you". It is very easy to get into the workaholic mode of "I have to be there" or "I don't have time to be gone." I used to be one of these people and my wife will attest to it, but after having a life changing illness this past six months I found out that nothing is more important than family and friends. If you don't take time for yourself and enjoy the things around you, you're missing out on what life is really about. Work will be there tomorrow and the kids and teachers will be at school after September 1st whether you take some well deserved days off over the summer or not. So go out and enjoy the summer days and come back recharged and don't sweat the small stuff. It's not that important!



*John Forester
SAA Director of
Government Relations*

Legislative Update

What is the SAA? How Does it Work?

By John Forester, Director of Government Relations, School Administrators Alliance



The School Administrators Alliance (SAA) is a statewide organization established to provide four associations of public school administrators

of Special Services (WCASS) in 1994, the SAA has grown to represent more than 3,000 members – virtually every licensed school administrator in the state of Wisconsin. This diverse membership provides a broad perspective and a deep understanding of educational issues.

The executive committee consists of the executive director of each association and the director of government relations. The executive committee manages the day-to-day operations of the SAA. The executive committee meets on a regular basis to allocate SAA resources, develop and execute political strategy and to determine how to best keep the membership informed of pressing political issues.

with government relations services and a unified political voice. The SAA is an alliance of:

Each of the four SAA member associations appoints six primary and as many as six alternate members to represent the association on the SAA Legislative Committee, the primary policy-making body for the SAA. It is up to each association to decide how those members are appointed and the length of time they may serve as representatives of their association. The SAA chair, who serves a two-year term as presiding officer, is recommended by the steering committee and confirmed by each association's board of directors. The position of the chair rotates among the four associations. The executive directors of each association and the SAA director of government relations serve as ex officio members.

In addition to the legislative, steering and executive committees, the SAA also receives valuable input from project teams. SAA project teams are organized on an as-needed basis to provide additional depth and clarity to a specific area of the of the SAA agenda. Teams consist of SAA members appointed from the four associations. Project teams dissolve once the project is completed. However, one project team, the School Finance Team, now operates on a permanent basis to provide ongoing expertise on school finance issues.

- Association of Wisconsin School Administrators (AWSA)
- Wisconsin Association of School Business Officials (WASBO)
- Wisconsin Association of School District Administrators (WASDA)
- Wisconsin Council of Administrators of Special Services (WCASS)

As the combined government relations arm of these four associations, the SAA represents the interests of Wisconsin school children and Wisconsin public schools before the State Legislature, the Office of the Governor and the state agencies. The SAA supports legislation that improves Wisconsin public schools and the quality of education for Wisconsin school children. The SAA actively participates with other groups in addressing issues of mutual concern.

The Legislative Committee creates the SAA's formal legislative policy positions and monitors SAA government relations efforts and political activities. Central to this mission is the creation of the SAA's written biennial legislative agenda for ultimate approval by the association boards of directors.

The following hierarchy exists for establishing positions on legislative matters: 1) The entire SAA Legislative Committee at regular or special meetings and approved by each member association's board of directors; 2) the steering committee and approved by each member association's board of directors; and 3) the executive directors instructing the director of government relations with the approval of each member association's board of directors. However, the executive directors and director of government relations have the authority to make decisions and take legislative positions independent of this hierarchy when

The SAA was founded in 1991 when the Wisconsin Association of School District Administrators (WASDA) and the Association of Wisconsin School Administrators (AWSA) joined their advocacy efforts. With the addition of the Wisconsin Association of School Business Officials (WASBO) in 1992 and the Wisconsin Council of Administrators

The SAA Steering Committee consists of nine members composed of the executive director and one additional member from each association, appointed by that association. The director of government relations serves the steering committee in an advisory capacity.

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EDAD Chair
University of Wisconsin-
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BOOK REVIEW

Leading at a Higher Level

“Leading at a Higher Level” written by Ken Blanchard. Blanchard has written a number of books on leadership from the “One Minute Manager” to

“Raving Fans.” Ken is the Chief Spiritual Officer of the Ken Blanchard Companies, an international management training and consulting firm.

“Leading at a Higher Level” is 295 pages in length, divided into four major sections and thirteen chapters:

- Section I: Set Your Sights on the Right Target and Vision
- Section II: Treat Your Customers Right
- Section III: Treat Your People Right
- Section IV: Have the Right Kind of Leadership

You’ll discover how to create targets and visions based on the “triple bottom line” and make sure people know who you are, where you’re going, and the values that will guide your journey. You’ll also discover the renowned Situational Leadership II techniques for leading yourself, individuals, teams and organizations. In high performing organizations (HPO), everyone’s energy is focused on not just one bottom line, but three bottom lines---being the provider of choice, the employer of choice and the investment of choice.

The High Performing Organizations Quiz:

On a scale of 1 to 7, to what extent do you disagree or agree with the following statements?

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Slightly Disagree

- 4 = Neutral
- 5 = Slightly Agree
- 6 = Agree
- 7 = Strongly Agree

Shared Information and Open Communications

- ___ 1. People have easy access to the information they need to do their job effectively.
- ___ 2. Plans and decisions are communicated so that they are clearly understood.

Compelling Vision: Purpose and Values

- ___ 1. Leadership in your organization is aligned around a shared vision and values.
- ___ 2. The people in your organization have passion around a shared purpose and values.

Ongoing Learning

- ___ 1. People in your organization are actively supported in the development of new skills and competencies.
- ___ 2. Your organization continually incorporates new learning into standard ways of doing business.

Relentless Focus on Customer Results

- ___ 1. Everyone in your organization maintains the highest standards of quality and service.
- ___ 2. All work processes are designed to make it easier for your customers to do business with you.

Energizing Systems and Structures

- ___ 1. Systems, structures, and formal and informal practices are integrated and aligned.
- ___ 2. Systems, structures, and formal and informal practices make it easy for people in your organization to get their job done.

Shared Power and High Involvement

- ___ 1. People have an opportunity to influence decisions that affect them.
- ___ 2. Teams are used as a vehicle for accomplishing work and influencing decisions.

Leadership

- ___ 1. Leaders think that leading is about serving, not being served.
- ___ 2. Leaders remove barriers to help people focus on their work and their customers.

How does Your Organization Score?

It is possible to receive a total of 14 points for each of the elements and for the supplemental questions on leadership. Add the scores for each element to determine how strong your organization is in that element.

- Score 12 – 14 = High Performing
- Score 9 – 11 = Average
- Score 8 or below = Opportunity for Improvement

The HPO Quiz can be applied to each chapter in the book and is only one of the techniques highlighted in the book. Other topics covered are: High Performing Organizations; Power of Vision; Serving Customers; Empowerment is the Key; Situational Leadership; One Minute Manager; Strategies for Managing; and Servant Leadership.

A compelling vision tells you who you are (purpose), where you’re going (picture of the future), and the values that will guide you. Your values should include the following:

- Ethical – Doing the right thing
- Relationships – Developing mutual trust and respect
- Success – Operating an efficient and effective organization
- Learning – Always growing,

Continued on page 28

Summer Safety

By Dave Young, CSP, Risk Improvement Manager, EMC Insurance Companies
Articles Submitted by the WASBO Safety Committee

Playground Inspection Program



According to the Consumer Products Safety Commission, each year approximately 200,000 children suffer playground injuries serious enough to be seen in an emergency room. Of this number, approximately 75% of injuries occurred on equipment designed for public use. Frequent playground inspections are an important part of making playgrounds safer for the children who use them.

Equipment Inspections

A responsible and trained individual or group should be designated to inspect the condition of playground equipment at least every two months. Inspections should include at least the following items:

- Nuts, bolts, and screws should be recessed, covered, or sanded smooth and level.
- Fasteners should protrude through nuts by no more than two threads.
- Nuts and bolts should be tight and unable to be loosened without tools.
- Metal equipment should be free from rust and chipping paint.
- Wooden equipment should be free from rough surfaces or splinters.
- All equipment should be free from rough edges.
- Ropes, chains, and cables should not be frayed or damaged.
- Equipment should not be shifted or bent.
- There should be no "V" entrapment angles on any part of the equipment.

- There should be no holes in the equipment forming finger traps, such as holes at the end of tubes.
- There should be no corrosion at points where equipment comes into contact with the ground surface.
- All parts of the original equipment should be present.
- There should be no head entrapment areas; i.e., open spaces 3½ to 9 inches wide.
- Hand grips should be between 1½ and 1¾ inches in diameter.
- Footings for equipment should be stable and buried below ground level.

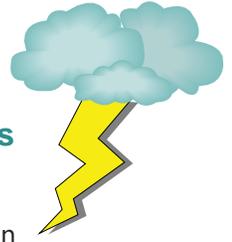
Surface Protection Inspections

Playgrounds should be inspected regularly to ensure that the loose-fill surfacing materials have not been "kicked out" of the landing areas. Ideally, playgrounds should be inspected daily and material that has been moved around (e.g., under swings, around the merry-go-round) should be raked back into place.

It is also beneficial to attach markers to playground equipment support posts to indicate the correct level of loose-fill protective surfacing in and around the equipment. Such markers will assist maintenance workers in determining when additional material should be added.

EMC Insurance Companies refers to the Consumer Products Safety Commission Handbook for Public Playground Safety for playground equipment design and layout.

Lightning Safety for Outdoor Events



On average, lightning causes more casualties in the USA than any other storm-related phenomena, except floods. Lightning is the most frequent weather hazard impacting athletic or other outdoor events. Each person must take responsibility for his or her own personal safety during thunderstorms. However, because people are often under the direction of others, whether they are children or adults participating in organized outdoor events, coaches, game officials, and event organizers must understand the hazards of lightning and become familiar with proven lightning-safety strategies.

Lightning Safety Policy

A lightning safety policy should be implemented at every facility where outdoor events are held. The policy should be known in advance by all persons involved. The following components are recommended:

- An established chain of command that identifies who is to make the call to remove participants and spectators from the field or from an activity.
- Decision criteria for determining when to suspend/resume activities.
- A designated weather watcher.
- A means of monitoring local weather forecasts and warnings. An inexpensive portable weather radio is recommended for obtaining timely storm data. However, the sound of thunder should always be considered an immediate warning.
- A listing of specific safe locations

Continued on page 17

Summer Safety

Continued from page 16

for each field or site, along with a means to route the people to those locations.

- Posting lightning policy informational signs at event sites or in flyers.
- Periodic review of the policy by all personnel and drills conducted.

Safe Shelter

The primary choice for a safe shelter from lightning is any building that has plumbing and electrical service. Do not take shelter under or near trees, bleachers, dugouts, or picnic shelters. When inside a building, avoid using the telephone, taking a shower, washing hands, or any contact with conductive surfaces with exposure to the outside such as metal door or window frames, electrical wiring, telephone wiring, and plumbing fixtures.

The secondary choice for a safe location is a fully enclosed vehicle with a metal roof and the windows closed. Convertibles and golf carts are not safe. School buses are an excellent lightning shelter if strategically placed where people can quickly access them.

When to Seek Shelter

Apply the 30-30 Rule – When you see lightning, count the time until you hear thunder. If this time is 30 seconds or less, suspend outdoor activities and seek proper shelter. Once activities have been suspended, wait 30 minutes or more after hearing the last thunder before resuming an activity or returning outdoors.

A message should be read over the public address system. Lightning safety tips and/or the emergency action plan should be placed in game programs or flyers alerting spectators and competitors about what to do and where to go to find a safe location during a thunderstorm. Lightning warning signs posted at event sites are an effective

way to communicate lightning threats and action plans to the general public.

Extremely large athletic events are of particular concern with regard to lightning safety. Consider using a comprehensive approach to lessen lightning danger, such as integrating weather forecasts, real-time thunderstorm data, a weather watcher, lightning detection equipment, and the 30-30 rule to aid in decision making.



Seasonal Worker Safety

School districts commonly use seasonal workers or “summer help” as the summer project season begins. Seasonal workers are those who work in a temporary position for a pre-defined period of time. They may be used to perform floor maintenance, lawn care, and construction assistance to get school facilities ready for the next school year. In many cases these workers are minors. Although seasonal workers are only employed for a short period of time, it is important that they receive the training and supervision they need to work safely.

What is Seasonal Work?

Seasonal work requires a new workforce with each season. Seasonal workers are either brand new to the work, or, at best, their work skills haven’t been utilized since the previous work season. By its very nature, seasonal work introduces inexperienced workers into the workforce. Employers should be aware of the special hazards of each job and the need for extra training and safety measures. The following tips will help to provide a safer workplace for seasonal employees.

- “Safety First” Attitude. Make

safety a priority at all times, beginning in the interview process and continuing into staff meetings, tailgate/toolbox talks, and training sessions. The more safety is discussed and reinforced, the more important it will be to the seasonal employee. Once an employee is performing the job, be sure that supervisors do not contradict safety training through unreasonable production demands or short cuts.

- Training. Time spent training new workers and providing refresher training to seasonal workers will pay off in organizational procedures being followed correctly and reduced risk of injuries. Several OSHA standards also require that training be completed before the employee is assigned to their work area.
- Address Specific Work Hazards. Each organization is unique, and any training should discuss the specific hazards of the job. For example, if the job involves specific machines or equipment, focus on proper usage and safety procedures such as lockout/tag out. Never assume that new workers will figure things out as they do the job.
- Monitor Safety. Safety measures and training should be constantly reinforced through supervision, monitoring, follow-up, and consequences. This may be time consuming on the part of the supervisors, but the safety results and employee performance will speak for themselves.
- Teamwork. One good way to train and supervise young or inexperienced workers is to team them up with a skilled, more experienced worker who can teach them how to do the job safely

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Summer Safety

Continued from page 17

and provide regular feedback on their skill development. It is important that each team leader understands and performs their job safely before assigning an inexperienced worker to them.

- Protective Equipment. Personal protective equipment should be readily available for all employees. New and seasonal workers should receive guidance in selecting the proper type of protective equipment, clothing, or shoes they need to perform the job safely.
- Beware of Fatigue. Summer temperatures and shutdown of air handling equipment raise the risk of fatigue, diminished attention, dehydration, and heat stroke, especially for workers unaccustomed to the environment. Employees should be warned of these dangers and be monitored for signs of over exposure.
- Reward Safety. Many employers reward good work or a job well done. It is also important to reward safety, especially for new workers who are still learning the job. Notice

and reward a worker who follows a safety procedure correctly or who points out a hazard. Even a small amount of recognition can go a long way toward an injury-free working season. If groups of employees are all working safely, a group reward can offer additional motivation as well.

Hazardous Occupations

Wisconsin State law prohibits the use of minors to perform work hazardous to themselves, co-workers, or frequenters to those businesses. A complete listing of the work listed as hazardous can be found in the Wisconsin Administrative Code DWD 270.12. The regulations break the list of hazardous work into a list that applies to all minors and a second list that applies to persons under sixteen years of age. In some instances the hazard involves the entire work site while in other instances a particular machine or work activity is listed as the hazard. The following list contains some of the more common hazards.

- Use of Bakery machines
- Any work with Asbestos, Actinolite,

amosite, Anthophyllite, Chrysotile, Crocidolite, Tremolite

- Work in any confined space
- Operation, set-up, or cleaning of meat and food slicers
- Excavations involving a trench four feet deep or greater operations
- Set-up, operation, or cleaning of metal forming; punching and shearing machinery that are power-driven
- Operation of motor vehicle on public roads as a regular job duty
- Operation of power driven circular saws, band saw, chain saw, or guillotine shears
- Roofing operations
- Work in a logging, including sawmill, lath mill, shingle mill or cooperage stock mill operation
- Cleaning, set-up or operation of most power driven woodworking machines
- Any work involving wrecking, or demolition

Plan for a safe summer by including all employees in your safety program prior to starting projects.



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Notice to all School Districts and/or Contractors

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Not all buses are presently at this location. Call 1-800-380-1287 for more information on these units. Buses may be bid on prior to June 30, 2008. Buses will be available on or before July 1, 2008. All purchased units must be paid for in full and removed from the site by July 18, 2008.

We reserve the right to accept and/or reject any and all offers.

Q&A: SAA PAC and SAADirect

By John Forester, Director of Government Relations, School Administrators Alliance



In 2003, the SAA Legislative Committee created SAA PAC, which is supported by members of all four SAA member associations, to strengthen the identity of the SAA and to improve the management of our combined political activities. SAADirect, the SAA's conduit, was formed in 2006 to provide SAA members with another opportunity for political involvement. The SAA Legislative Committee believes that SAA PAC and SAADirect are vitally important to our objective of establishing a comprehensive giving program designed to strengthen our relationships with lawmakers and influence legislation. Here are answers to some frequently asked questions about SAA PAC and SAADirect:

What is SAA PAC?

SAA PAC is the SAA's political action committee (PAC). A PAC is any political committee consisting of at least two individuals, other than a candidate committee or a political party committee, which receives contributions, distributes funds, or incurs obligations for the purpose of influencing the election or defeat of candidates to state or local office. SAA PAC funds are used for campaign contributions designed to help reelect "friends of public education," strengthen our relationships with key legislators and, ultimately, to influence legislation. SAA PAC is a registered political action committee in Wisconsin.

What is SAADirect?

SAADirect is the SAA's conduit. A conduit is an organization that receives money from individuals, deposits it in a financial institution, and then transfers contributions to a candidate or campaign committee at the request of the original contributor. Conduits can be thought of as "political savings accounts" held by individuals but administered by the

association. SAADirect has the same purpose as that of SAA PAC.

How do conduit and PAC contributions differ?

Conduit contributions differ from political action committee (PAC) contributions in that they are considered by the Elections Board to be individual contributions and reported that way on candidates' campaign finance reports. Therefore, they are not subject to the same limitations as PAC contributions. However, the check to the candidate or committee is made out in the aggregate and the association gets "credit" along with the individual contributors in the transmittal letter that accompanies the check. A good example would be a \$500 check to candidate A from the association's conduit that is comprised of 10 individual contributions of \$50 each. Each contributor would be listed in the transmittal letter and candidates would report them as \$50 individual contributions on their finance reports. A key element of the conduit is that each participant retains the absolute right to decide when and where their contributions are distributed. The SAA, the administering body of our conduit, will follow political events and make suggestions as to where contributions would be most beneficial, but the ultimate decision rests solely with each conduit participant.

Why does the SAA need a PAC and a conduit?

Conduits are such an important complement to PACs because many of the candidates that we wish to support for reelection reach their PAC limit very early in an election cycle. Therefore, the only way that we can hope to strengthen our relationship with these "PAC'd out" candidates is via individual or conduit contributions. Unfortunately,

the SAA receives no "credit" for individual contributions sent directly to the candidate.

How are SAA PAC and SAADirect funds distributed?

The SAA Director of Government Relations develops a PAC contribution plan that conforms to the following SAA PAC contribution guidelines. This plan is subject to the approval of the SAA Steering Committee, which serves as the governing body of SAA PAC. It is also reviewed by the SAA Legislative Committee. The SAA will make suggestions (generally conforming to the guidelines listed below) as to where SAADirect contributions would be most beneficial, but the ultimate decision rests solely with each conduit participant. The distribution of SAA PAC campaign contributions is limited to:

- Each of the four legislative campaign committees controlled by leadership (i.e., Committee to Elect a Republican Senate) in equal amounts.
- Incumbent legislators.
- Legislators with a proven record of support for public education and SAA positions on issues.
- Key legislators in positions of power.
- Members of the Joint Committee on Finance.
- Selected members of the Senate and Assembly education committees.

Should I participate in SAA PAC or SAADirect?

PACs and conduits each have their distinct advantages, so you should participate in both programs if possible. Many restrictions that apply to PACs do not apply to conduits. The SAA intends to use both programs to maximize SAA political influence. If you wish to "direct"

Continued on page 37

Welcome New WASBO Directors & Treasurer!



Jeanne Stahl
Business Manager
Hayward School District
 Regional Northwest
 Office Director
 Term July 1, 2008-
 June 30, 2011



Lynn Knight
Finance Manager
Stevens Point Area Public School District
 Regional Wisconsin Valley
 Office Director
 Term July 1, 2008-
 June 30, 2011



Gary Kvasnica
Business Manager
Kimberly School District
 Regional Northeast
 Office Director
 Term July 1, 2008-
 June 30, 2010
 Gary will be completing Peter Ross' term.



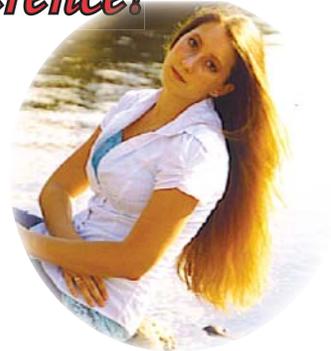
Chad Trowbridge
Business Manager
Chippewa Falls Area Unified School District
 Regional Northwest
 Office Treasurer
 Term July 1, 2008-
 June 30, 2011
 Will continue through chairs of President Elect and President



Jeff Carew
Director - Wisconsin Office
PMA Financial Network, Inc.
 Regional Service Affiliate
 Representative
 Office Director
 Term July 1, 2008-
 June 30, 2011
 Appointed Service Affiliate Position

WASBO Recognizes Our Scholarship Recipients at the Spring Conference!

Cassandra Schmieder



Wallace E. Zastrow

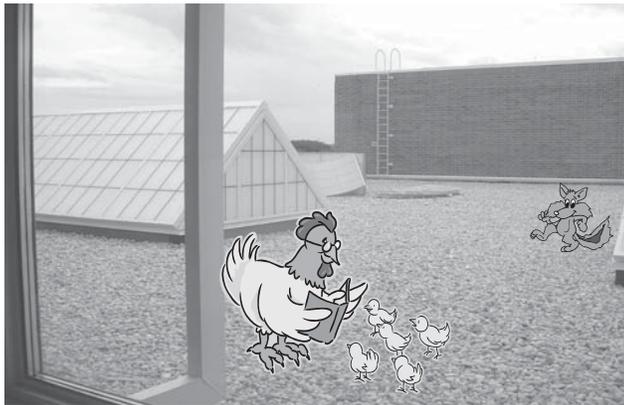
Award \$1,000 Scholarship
 Sponsored by Wisconsin Investment Series Cooperative

Cassandra graduate 7th in her class of 2008 from the Shawano Community High School. She plans to study nursing at St. Norbert University and Bellin College of Nursing. Cassandra has been active in dancing, french club, SADD club, flag corps, and music. She would like to become a Nurse Practitioner specializing in Obstetrics.

Stacy Schmitz

School Business Official of the Year Award
\$1,000 Scholarship

Sponsored by Wausau Insurance Company
 Stacy graduated in the top 3% of her class from Fond du Lac High School. She excelled in Track and Cross Country and participated in numerous other activities such as Key Club, National Honor Society, mentoring, and volunteering at St. Agnes Hospital. Stacy will be attending DePaul University where she will study Business.



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WASBO Recognizes Our Scholarship Recipients at the Spring Conference!



Ryan Wilson

WASBO Foundation-
MetLife \$4,000

Scholarship

Sponsored by MetLife Resources
Ryan will be attending UW-Stevens Point where he plans to double major in Wildlife Ecology and Biology. He hopes to participate in internships offered by UWSP to gain some experience studying wildlife throughout the world. Ryan graduated from Cadott High School where he was at the top of his class.



Courtney Hackett

WASBO Foundation
EMC Insurance

Companies \$3,000

Scholarship

Sponsored by EMC Insurance Companies
Courtney graduated from Darlington High School and has been accepted to the University of Wisconsin La Crosse. She plans to obtain a biology major and a chemistry minor to pursue her life long dream of becoming a pediatrician. While in high school Courtney was known for her bubbly, outgoing personality and determination. She was extremely active in music, theatre, forensics, and anything else she had the opportunity to be.

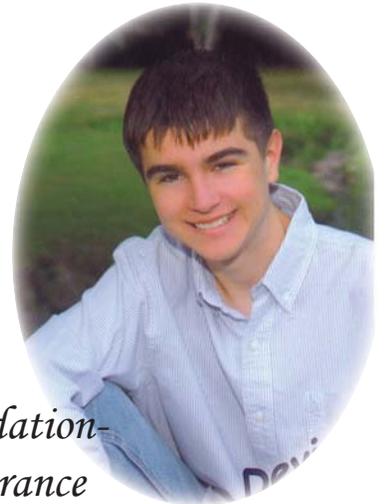
Kyle Pockat

WASBO Foundation-
Stalker Flooring and
SchoolDude.com \$2,000

Scholarship

Sponsored by Stalker Flooring &
SchoolDude.com

Kyle is a graduate of the Gillet High School. He plans to attend UW-Green Bay to pursue a degree in Theatre Design. Kyle was active in Outdoor Club, Science Club, Band, Choir, National Honor Society, Drama, Boy Scouts, Worship Ban, Forensics Football, Track & Field and World Affairs Seminar.



Devin Brockert

WASBO Foundation-
National Insurance
Services and Miron Construction

\$1,000 Scholarship

Sponsored by National Insurance Services & Miron Construction

Devin graduated from Lake Mills High School where he participated in the Drama Club, the Forensics Team, National Honor Society, French Club, the School Newspaper, Band, and was one of the first members of Team Thespian. Devin plans to attend Carroll University and major in Elementary Education. Devin has also been active in his church serving as a Sunday School teacher, an usher, delivering food to the Homeless Shelter, helping at Vacation Bible School, serving as a church camp counselor and participating in three mission trips.

Mindy Lankey

WASBO Foundation-
Siemens \$1,000 Academic

Scholarship

Sponsored by
Siemens Building Technologies
Mindy is employed at the Hillsboro School District as the district bookkeeper. Mindy was approached by the Hillsboro District Administrator to apply for the position when her sister who held the position suddenly passed away. Mindy dedicated the award to her sister, Nicole. Mindy is enrolled at UW-Whitewater where she plans to complete the School Business Management Program by August 2009.



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or Matt Hibbard (Milwaukee office) at 414.312.8873; mhibbard@schooldude.com

“Education should be as gradual as a moonrise, perceptible not in progress, but in result.”

Anonymous

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Lori Blakeslee
Associate Director / Communication Specialist
Green Bay Education Association



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WASBO Recognizes Our Professional Peers at the Spring Conference!

Gail Moesch

Wallace E. Zastrow Award

Sponsored by Wisconsin Investment Series Cooperative

Gail was nominated by the Bay Area and Northeast Regionals in recognition of her many years of leadership to their regionals, WASBO and the School Business Management Profession. Gail has spent her entire career in the Shawano School District. Her superintendent, Todd Carlson, noted her "unwavering dedication to the Shawano School District and the Shawano Community" in his letter of recommendation. Gail has served as WASBO's President when faced with the challenge of hiring a new executive director. She is also the only school business official to work through the division of a school district.



Gail Haack

New School Business Official of the Year

Sponsored by Johnson Controls, Inc.

Gail was nominated by her colleagues in the Bay Area and Northeast Regionals where she is an active participant. Gail serves as the Business Manager for the Algoma School District. Her District Administrator, Ron Welch, noted that he is very fortunate to have Gail as his business manager. He pointed out her exemplary financial leadership, attention to detail, ability to prioritize and her commitment to the district. He summed it up by saying, "She is GOOD!"



Gary Rosploch

Facilities Manager of the Year

Sponsored by Johnson Controls, Inc.

Gary was nominated by his District Administrator, Dr. Joe Schroeder and Director of Business Services, George Haynes. In their nomination they pointed to his "People skills" as he goes "above and beyond the call of duty" in both the Muskego-Norway School District and the community. In his fourteen years, Gary has been responsible for the direct oversight and coordination of \$57 million of major new and renovation construction projects. Under Gary, the District received the U.S. Environmental Protection Agency's *Energy Star* Award for superior energy performance. Gary has been a key member of the WASBO Facilities Committee, working to develop the Facility Manager Certification Program, hosting the Custodial & Maintenance Summer Conference and serving as a presenter.



Weyauwega-Fremont School District

Business Services Award

Sponsored by Robert W. Baird & Co., Inc.

Lisa Voisin of Robert W. Baird & Co., Inc. presented the Business Services Award to Dr. James Harlan, District Administrator/Business Manager for the Weyauwega-Fremont School District. The award was presented for the district's strategy to move from a defined benefit plan to a defined contribution plan to address the dramatic cost increases for health care following early retirement.



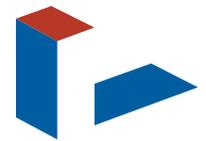
Kim Hurtz

Friend of WASBO

The Bay Area and Northeast Regionals nominated Kim to receive the Friend of WASBO Award noting Kim's contributions to WASBO as the first Service Affiliate Representative to the Board. Kim has given of her time and talents and regularly attends WASBO activities. They noted, "What really makes Kim Hurtz a Friend of WASBO is her knowledge and concern for our membership."



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 - Brad Adams, School Finance Consultant*
 - Lori Ames, School Finance Consultant*
 - Kathy Guralski, CPA, School Finance Auditor*
 - Karen Kucharz-Robbe, School Finance Consultant*
- Robert C.F. Borch, RSBA, Assistant Superintendent Finance & Operations, School District of Elmbrook*
- Sue Schnorr, Director of Business Services, Fond du Lac School District*



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Midwest ASBO Facility Masters Conference

By Patrick Finnemore, Director of Facilities, Kenosha Unified School District

I was a member of a four-person team representing WASBO at the second annual Texas Facilities Masters Conference presented by the Texas Association of School Business Officials (TASBO), ASBO International, SchoolDude.com, and several other Texas school associations. The other members of the WASBO contingent were Facilities Committee Co-Chairs: Jim Beckmann of Glendale – River Hills and Dale Zabel of Watertown, and Liz Kane of the Wisconsin DPI. The conference came about in large part in response to the ASBO Facilities Masters Award, but it was much more than just a how-to in preparing an application for an award. It was a two-day conference that offered 54 one-hour sessions in a 6-track breakout session format along with two keynote speakers. Basically a WASBO Facilities Management Conference done Texas style (you know what they say – everything is bigger in

Texas).

The purpose of our visit was to experience a Facilities Masters Conference and to meet with the organizers of the conference to discuss the possibility of a Midwest version hosted by WASBO. Based on our observations and discussions, we are excited about the opportunity to host a conference that would be brought to Wisconsin and offered to school districts in neighboring states as well.

Since coming back from the late April conference, the four of us have had two planning meetings with Woody and Tina and members of the Facilities Committee. We have identified a preliminary list of speakers and will be working on topics over the course of the next month. We also have locked in dates and a location - October 23rd and 24th in Milwaukee. Milwaukee was chosen to promote conference



attendance by driving or flying for attendees from Illinois, Indiana, Michigan, Iowa, Minnesota and Missouri.

Our conference will have two keynote presenters and eight one-hour breakout time slots with each time slot offering six sessions for a total of 48 breakout sessions. One of the breakout sessions in each time slot will be a WASBO Facilities Managers Certification session. We are offering Module 2 of the certification program, which provides 8 hours of required courses. In addition to the certification sessions we will have breakouts on a wide variety of topics from some of the best presenters Wisconsin and the Midwest has to offer. We are excited by this new venture and can't wait to show ASBO what kind of conference we can put on in Wisconsin.

Book Review - Leading at a Higher Level

Continued from page 15

inquiring and developing

In summary a few of Blanchard quotes illustrate the treasures found in "Leading at a Higher Level":

"...leadership is about going somewhere, if you and your people don't know where you are going, your leadership doesn't matter."

"People already have power through their knowledge and motivation. The key to empowerment is letting this power out."

"The number one motivator of people is feedback on results"

"Many problems in life stem not from making mistakes, but from not learning from our mistakes."

"The key to developing people and creating great organizations is to catch people doing things right and to accentuate the positive."

"Leading at a Higher Level" will add to your knowledge base and look good on your bookshelf.

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Finding Relief: Recovering Costs for Facility Use

By Erin Tucker, Media and Public Relations, SchoolDude.com

In this time of continually tightening budgets, school business officials and facility leaders are being challenged to identify alternate sources of income and more effective ways to cut operating costs. One trend that is increasing the financial burden on operating staffs and budgets is the growing use of school facilities by the community. This recent increase reflects growing sentiment that school facilities should be used more frequently because taxpayers and other stakeholders have invested billions in these assets.

However, the rapid rise in facility usage by outside groups strains already tight budgets and limited staff by creating high demand for a district's support services teams (custodial, maintenance, IT, athletics) and generating additional costs in the form of utilities, custodial overtime and wear and tear on equipment and facilities. While educational professionals recognize that the use of school facilities by the community must be supported, they also must acknowledge that some of these related costs must be recovered.

Maximizing Opportunities

In 2002, SchoolDude surveyed its clients regarding their organizations' desires and current policies regarding community use of school buildings. The responses indicated that usage of facilities by outside parties was a high priority, as well as a service districts hoped to continue and even improve. Almost all respondents were committed to using facilities for extra-curricular events, and most shared a common goal to fully maximize the use of facilities to better serve their communities.

The majority of those surveyed used a manual process for scheduling, communicating via phone, fax or paper forms to schedule the use of their

facilities. Districts soon discovered that using the Web to manage facility usage is key, as pen-and-paper processes prohibit efficient coordination and do not scale well to the need as volume increases.

Meeting Demands

Having reduced the event management process burden by utilizing an on-demand scheduling system, the focus shifts to the inevitable rising costs that are entailed by being a benefactor to the community. Incurring additional costs to accommodate public use of facilities presents an entirely different problem to already money-tight districts.

A recent study of more than 1,000 school districts, colleges and private schools examined how educational professionals nationwide are coping with this increasing demand for community use of school facilities. The sampling revealed that the average district holds 1.24 events per student per year. This is up from .16 events per student in 2002 – a very dramatic increase.

For school systems with more than 5,000 students, the average number of events per student drops to less than one event per student per year. Yearly averages for the number of events per student range from .62 to 1.61, depending on enrollment size of the district.

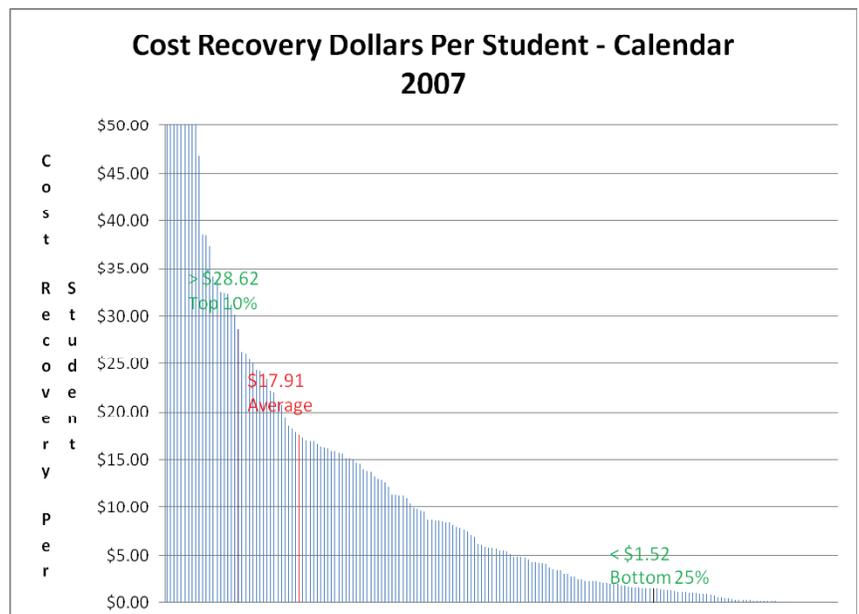
Recovering Funds

With facility usage undeniably trending upward, and no signs of it slowing down, the new issue at hand is how to keep this rising use from costing school systems more money they simply can't afford to donate to the community.

Most agree that the rising use of schools by the community adds costs and burdens operating budgets due to increased custodial labor costs (e.g. overtime), energy costs and increased maintenance costs. But each school district uses its own unique strategy to manage the community use of schools. Each has its own fee schedules, policies, "do not charge" lists, tiered structures, add-on charges and leadership philosophy.

A practical measure of how well a school district is recovering a portion of these costs is the study of cost recovery income, which is collected by the district for the community use of schools on an annual basis. SchoolDude's sample set of participants included organizations ranging in size from those with less than 50 students to ones with more than 150,000 students. In order to compare districts of varying sizes, SchoolDude

Continued on page 30



Finding Relief: Recovering Costs for Facility Use

Continued from page 29

developed a metric of “cost recovery per student” to allow comparisons across the size spectrum.

Given this scale, it’s easy to demonstrate not only districts’ cost recovery from the previous year, but also an average cost recovery opportunity per student. Serving as a benchmark, this method provides averages that can be useful in determining how successful school districts are, or can be, in bringing in income to recover the costs of renting school facilities to the public.

From this information, SchoolDude estimates that the average income per event is \$13.70. This average figure accounts for events that incur no charge along with events that do recover some costs.

Enrollment Range	Cost Recovery Income Per Student
500-2,500	\$15.96
2,500-5,000	\$15.05
5,000-7,500	\$14.89
7,500-10,000	\$12.98
10,000-20,000	\$10.78
20,000-50,000	\$10.47
50,000-100,000	\$10.22
100,000+	\$11.73

Enrollment	Average	90th Percentile
500	\$ 8,955	\$ 14,310
1,000	\$ 17,910	\$ 28,620
2,500	\$ 44,775	\$ 71,550
3,500	\$ 62,685	\$ 100,170
7,000	\$ 125,370	\$ 200,340
10,000	\$ 179,100	\$ 286,200
40,000	\$ 716,400	\$1,144,800

Implementing Success

Through research and studying clients’ experiences, SchoolDude discovered that some districts are faring better than others when it comes to cost recovery for facility use. How well school systems recover the costs associated with the influx of community use within their districts can help determine the overall success of the facility use program, as

well as the impact it has on the district and budgets.

SchoolDude conducted interviews and collected video feedback from representatives at school systems who are doing exceptionally well with cost recovery for community use of their schools. The criteria used to select these school systems included: higher than average cost recovery income relative to student enrollment and steadily growing cost recovery over several years.

In spite of these school systems’ top-tier results, all who were interviewed shared that they did not believe they were recovering all of their costs, but said they are making progress with better managing this growing cost burden.

Based on these clients’ successes, applying the following best practices could assist with successfully implementing or improving a facility use program:

1. **Distribute event management** – It is critical to find a balance between which aspects of the process are centralized and which are distributed. Consideration should be given to school personnel regarding control and decision-making so authorization of who can use the school at what times can be centralized or distributed as appropriate. Districts with the most successful facility scheduling programs have determined that billing and policies must be centralized. Concerns such as risk management and community image drive this need for centralization. However, a method must also be created to allow for decentralized decision-making regarding groups, event conflicts and ownership of the schools. The ability to empower

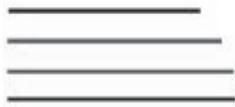
school-level administrators, while at the same time maintaining centralized invoicing and policies, makes having both centralized and decentralized processes a necessity. An automated, role-based, multi-user facility scheduling solution makes this possible.

This holds true for Desone Parker, facility coordinator at Tamalpais Union High School District in California. The district’s principals ultimately have control over who can use the buildings, but assistant principals and administrators in the athletic program are also involved. While decision-making is distributed to accommodate multiple layers of event management, only one person at the district serves as the go-to for invoicing and scheduling. This structure helps harness the collection of money to recover costs associated with community use.

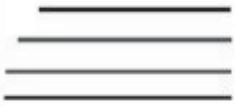
Those at Missoula County School District in Montana share a similar event management mentality. While principals maintain approval rights, Connie Doherty, the coordinator of the district’s facilities, is the central figure who collects requests and handles billing. This enables easy access to a group’s rental history, according to Doherty, while also providing a solid point person for those with questions regarding facility usage. Having managed approximately 14,800 events last year alone, those at Missoula can vouch for the benefits of this semi-centralized distribution.

2. **Automate the process** – Paper, spreadsheets, calendars and email systems lack the efficiency gains provided by an on-demand facility scheduling and tracking tool. With multiple parties – such as principals,

Continued on page 32



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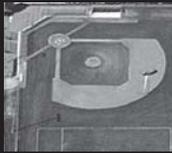
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teachers, custodians, coaches and community groups – involved in the process, communication is key. According to Merry Dunphy, who handles facility scheduling at Coppell Independent School District in Texas, automating the methods of communication used prevents duplicate entry of requests and schedule overrides.

Janet Walker, the materials technician at Irvine USD in California, grasps the importance of this automation, as well. Seeing thousands of facility use requests flow into the district's facility scheduling department, she understands the necessity of molding a process to create the most efficient method for all departments involved. Using a web-based program to communicate approval and set-up details saves time and money for the district, which enables those resources to then be allocated elsewhere.

3. **Start small and gain buy-in** – When implementing a facility use program, begin with only certain types of rooms or certain schools. Gain support and buy-in from administrators and assistants, and then let those positively affected by the changes help sell the idea to the rest of the district.
4. **Recognize that leadership is key** – All those involved (e.g. school board, superintendent, facilities department, athletic directors, principals, business office) must agree to support a policy that establishes fee structures, a cost recovery philosophy, and the process changes needed within the school district. Most philosophies consist of a goal-driven approach that focuses not on making money from community use but simply

recovering costs.

For Whitmore Lake Public Schools in Michigan, this strategy has worked well. According to Barbara Danner, director of community recreation and education, planning stages went smoothly due to a savvy superintendent who encouraged the district to move forward with this opportunity to simplify their process.

Kim Stutzman, support services technician for Tumwater School District in Washington, revealed that having administrative support was imperative. Knowing the new process would improve efficiency and increase cost recovery, the district's facility director made sure those in the district office and business office were on board. This solid start set the tone for developing additional backing.

5. **Build support with principals and assistants** – Taking the time to build support with school-level administrators is important. Their understanding of what they will gain from this change is key in garnering support for a district-wide approach to community use. Positives include better visibility of who is in a building and when, not having to play the “bad guy” with certain groups or school users, lowered risk, improved security and less work.

Lauri Rainwater, who heads facility scheduling at Clayton School District in Missouri, understood that not everyone involved in the process would see the advantages at first. To help extinguish conflicts before they arose, she explained to the principals and school personnel what was in it for them, and she also created training manuals to

aid with the rollout of their facility scheduling system.

The principals appreciated the concept of knowing what is taking place in their buildings and then having the ability to approve the events. Meeting one-on-one with administrators and assistants to provide detailed explanations helped ease fears associated with implementing a new tool that would ultimately enable better scheduling and cost recovery.

6. **Recover costs** – With the rising use of schools by the community creating very real demands on resources and school budgets, recovering the costs used to support this facility use is crucial. Costs – in the form of custodial overtime, rising utility bills, athletic equipment and facility wear and tear – are ever-present and should not be overlooked.

Coppell ISD in Texas formerly had an open door policy, allowing groups to use facilities for no charge, but the district now requires that certain groups pay for usage. While the district welcomes the public to use school facilities, the line is drawn at the expense of taking away educational dollars. Those at Coppell, like many others, feel that funds that go toward utilities and operations due to facility usage must be recouped.

Decision makers at Tamalpais Union High School District agree. The board reviewed local facility rates to help gauge and create proper fee schedules for the district. While administrators understood the idea of free public use of facilities, they also recognized the necessity of recovering costs for expenses brought on by this use.

Continued on page 33

7. Develop tiered fee structures – Most successful districts establish a simple fee structure for the various types of community groups that use the school facilities. Groups are categorized to establish cost recovery fees based on the degree of connection with the students or the community.

Tumwater School District hosts nearly 15,000 events per year and has grown its cost recovery income by 20-30-percent per year. According to Stutzman, great efficiencies have been gained due to implementing specific fee structures. Tumwater organized bill rates by establishing four key groups, each with its own fee structure:

- Category 1: school groups – no charge
- Category 2: non-profit groups – cost recovery fee, no rental charge
- Category 3: community groups outside district boundaries – modified commercial rental fee, custodial fee, recovery fee
- Category 4: commercial groups – market rate charge

Stutzman revealed that implementing these fee tables and charge types brought the most notable efficiency gains. Such guidelines allow for faster quoting and invoicing, which enables the district to respond to usage requests more quickly.

8. Improve invoice management – Consistency is key when managing the collection of money from invoices. A billing experience that is consistent and accurate from start to finish improves service to the school's customers and the community users, as well as

increases the likelihood that the group will use those facilities in the future. According to Stutzman, the following tips will help improve the collection process:

- First, provide a quote to set proper expectations. Then, follow up with an invoice that is consistent with the quote.
- Create bill rates. These are the keys to efficiency, accuracy and a growing income.
- Be pleasantly persistent with past-due notices.

9. Establish presence at the event – The largest and most quantifiable costs from community event use stem from custodial labor charges. However, this presence is important. Having a custodian on-site during events reduces damage to property and equipment and protects the district. According to Rita Haagen, receptionist and outside facilities coordinator at Agua Fria Union High School District in Arizona, most users understand this requirement after an explanation of the potential damage that could occur if facilities were left open and unsupervised.

10. Form a team – When reviewing the benefits of cost recovery and all that encompasses facility use, consider creating a team to help with the decision making. Denine Kysar, facilities coordinator at Douglas County School District in Colorado, revealed that her district put together a "Site Improvement Team" for this purpose. Commissioned by the superintendent and composed of administrators, the operations director, custodial management and the district's athletic director, the group evaluated the district's processes and policies. After studying several other districts to look for implementation ideas,

they made a case to establish a centralized policy and eventually raised their rates to assist with recovery costs.

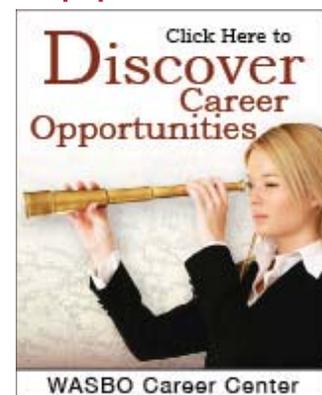
Ending Debates

While some districts may be steadily recovering the costs associated with community use, many are still enduring a political battle. Most school officials agree that the public should be able to use a district's school buildings. However, the issue of whether community groups should be charged for usage is often debated.

Some argue facility use should be free of charge for taxpayers since their dollars paid for the buildings being used. But many, including some government officials, realize this approach is doing more harm than good and are calling for a change.

For example, under California's Civic Center Act, districts are required to make their schools available to the public, but also must recover costs for use of those buildings. Failure to do so puts a burden on a school district's top priority: educating students. Siphoning money away from the classroom to make up for the costs associated with facility usage is a hindrance to the core mission of schools. And that's a price no one wants to pay.

Employment Opportunities



Go to www.WASBO.com and click on **Career Center** for complete job posting information.

Controls, Security and Minimizing Fraud in Your Purchasing Card Program

By Bryan D. Barger, Vice President, Senior Relationship Manager, BMO ePurchasing Solutions, a part of Harris Bank and the BMO Financial Group

As purchasing card programs move from “best practice” to “common practice”, a critical component of a purchasing card program is the ability to place safeguards on your cards to make sure that purchasing is in sync with the district’s policies. A purchasing card system should allow you to define how, where, and with whom the program is utilized. Program usage controls can be defaulted at the School District level, or limited at any level of the organization hierarchy down to the individual card level.

The WASBO Purchasing Card Program (partnering with BMO ePurchasing Solutions) allows schools to predetermined spending and transaction limits for groups of cards or each individual card, eliminating the need for requisition and purchase order approvals, while enhancing security. These controls can mirror your organization’s existing signing authority, thereby creating an electronic pre-approval for a purchase versus a manual sign-off process. Transactions authorized at the Point Of Sale (POS) will utilize the controls established by your district.

For the WASBO Purchasing Card Program, the main program controls are the following:

Individual Account Limit

Each employee or department will be assigned a MasterCard account with a limit determined by your organization. The account tracks the cumulative transactions and is refreshed up receipt of payment.

Monthly Spending Limit

Monthly spending limits permit organizations to establish predefined

monthly limits for purchases and/or cash advances independent of the Individual Account Limit. This gives organization further spending control over individual users.

Single Transaction

The single transaction dollar limit defines the amount of a dollar limit on an individual purchase. We recommend two methods of establishing authorization controls. The first would be to create card defaults based on the existing levels of signing authority in the organization. Multiple limits such as \$500, \$1,500, \$2,500, and \$5,000 would be established, and employees can be assigned to the appropriate level based on the various “job classifications” unique to the organization, mirroring the school districts existing signing authority for their purchase requisitions.

Alternatively, the district can create a custom authorization hierarchy based on the functional unit, such as the Purchasing Department, Facilities, Fleet, etc. and define the limits for each area of the organization. Both of these options allow you to create custom controls while maintaining an organized structure for managing the cards.

Cash Advances

For each individual cardholder, the district can choose to allow cash access or block access entirely. The dollar amount of cash available for an individual withdrawal and the number withdrawals can be limited if access is granted.

Daily Velocity Counters

Clients can designate the daily maximum number and amount of purchases and cash advances for each account.

Merchant Blocking

This feature provides the ability to limit or block purchases made by merchant category code (MCC). The district has the option of restricting card usage to specific merchant types such as hardware stores, computer stores, or office supplies.

Single Transaction Dollar Limit – MCC

A single transaction dollar limit can be set for specific merchant MCC category codes. The transaction limit will control the amount of an individual purchase within a category of supplier types. Utilizing this option allows the district to establish very high limits for categories, which are critical to the cardholder and lower limits for categories that are necessary but only for smaller transactions. As an example, a systems LAN administrator may have a limit of \$10,000 in the computer store category. Because the administrator drives to the school district’s sites to service the computers, his card allow him access to gasoline, but the single transaction dollar limit is only \$50.

Specific Supplier Blocking

With the WASBO Purchasing Program purchases may be limited to specific vendors and locations or expenditures may be blocked by specific suppliers and locations. This feature was developed at the request of clients wanting to maximize arrangements on blanket orders and to allow high value transaction purchasing.

Country Blocking

Purchases and cash advance activity may be restricted by individual country. The company also has the option of amending these controls for a specific period of time to accommodate

Continued on page 35

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Controls, Security and Minimizing Fraud in Your Purchasing Card Program

Continued from page 34

occasional non-standard orders. Modification may be affected by having the Card Program Administrator contact Harris' Corporate Clients Services Department electronically, by phone or online by utilizing our web-based data warehouse and administration module, Harris details Online. As we have uniquely developed all of these controls on our own proprietary system, the district has full flexibility in instituting limits, offering districts the confidence that their risk exposure is minimized.

Combating Fraud

We take fraud very seriously and our functionality goes well beyond generating after-the-facts reports. Our security department is considered to be on the leading edge of program management and control, and has entertained on site visits from banks all over the world. We can provide details

of fraudulent transactions by account, merchant type, merchant category code, merchant name, and fraud type. Our proprietary real-time capability makes it possible for us to detect and prevent fraud before it happens.

There is no liability for fraudulent use do to a lost or stolen card for your cardholders. In our years of card operation our experience reveals that employee abuse has been minimal to date. Through program controls such as specific supplier blocking, electronic oversight and management information reporting, excellent control can be maintained.

WASBO districts can minimize liability in cases where the school did not benefit from the cardholder behavior (i.e., cardholder fraud or misuse) by utilizing the MasterCard Worldwide MasterCoverage Program.

The MasterCard MasterCoverage® Program is one of the most important benefits of a Purchasing Card Program because it provides coverage in the event of card misuse by employees. While instances of cardholder misuse are rare, MasterCard has recognized that they can occur. Under the WASBO program the school district is covered for any charge that did not benefit the district up to \$100,000 per employee. The insurance terms provide substantial time for the districts to respond to employee misuse. The district will automatically qualify for enrollment in this program, at no extra charge or deductible for the insurance.

*Source - 2005 Purchasing Card Benchmark Survey Results - R. Palmer & M. Gupta

2008 Custodial & Maintenance Summer Conference - Baraboo High School

Nearly 400 attendees and 40 vendors made the trip to Baraboo on June 18th, despite the challenges faced in their districts and on the roads due to summer flooding. Those who did make the trip were not disappointed. From the Country Baraboo "residents" who greeted them in the morning to the numerous educational sessions to the time with vendors learning about products and services available attendees had a full day of networking and learning. Thank you to Patrick Acker and his terrific staff who put on an excellent conference. We also thank the presenters and vendors for their support and prize donations.



The WASBO 2008 Safety Room Challenge was a big success! With over 100 individuals participating in this event, there were plenty of opportunities to learn and have fun doing it. There was also the opportunity to prove your ability to quickly identify safety hazards. The accompanying photos attest to the results.

(Right) Linda Bellomo (Left) congratulates Dave Hoh of Kimberly and Lynn Landre from Kenosha for identifying the most hazards in the extra credit room at the WASBO 2008 Safety Room Challenge.



(Right) Linda Bellomo (Left) presents the winning team trophy to the Stoughton Area School District, Team B. Members include: Mike Mellum, Diana Kittelson, Scott Bruning, and Penny Havens.



(Left) Mr. Dick Stelloh (center) from St. Francis is honored by Joe and Linda Bellomo for being the winner of the individual Safety Room Challenge in Baraboo on June 18, 2008.



A special thanks goes to Dawn Owens, Donna Nolan, Elicia Cormican, Connie Sturkey, Jon Hansberry, and Jeff Lund. The hard work and level of training

obtained by these members of the Parkview School District staff was invaluable to Linda and Joe Bellomo with all phases of the Safety Room.

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Q&A: SAA PAC and SAADirect

Continued from page 19

where your contribution goes, and you don't mind being listed as a contributor on that candidate's campaign finance report, you may wish to support SAADirect. If you wish to remain more anonymous in your support of the candidates the SAA chooses to support, you may prefer SAA PAC.

Are political contributions tax deductible?
No. (Sorry, but it's the law.)

How do I contribute?

To open an SAADirect account, or to support the SAA PAC, please fill out the contribution form and return it, along with your check(s), to SAADirect and/or SAA PAC, 4797 Hayes Road, Madison, WI 53704. Call Joyce at 608-242-1370 if you have any questions.

Congratulations to these 2008 graduates of the WASBO Facility Manager Certification Program

Allen Behnke, Green Bay	Kevin Lipscomb, Arrowhead
Joseph Bellomo, Parkview	John Rauwolf, DeForest
Jim Fassbender, Appleton	Dale Rhodes, Wisconsin Heights
Stacy Hom, Barron	James Sutherland, Peshtigo
Ken Kietzke, Verona	Mike Timm, Baldwin-Woodville
Dan Larsen, West Allis-West Milwaukee	Kermit King, La Crosse
Joe Ledvina, La Crosse	

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Upcoming Professional Development
August 8, 2008 - **CESP/AWSA/WASBO Educational Support Professionals Summer Conference**—Holiday Inn Hotel & Conference Center, Stevens Point.

August 13-14, 2008 - **WASBO New School Administrators and Business Support Staff Workshop**— Holiday Inn Hotel & Conference Center, Stevens Point.

September 24, 2008 - **WASBO Foundation Scholarship Golf Outing**—Autumn Ridge Golf Course, Valders

September 25-26, 2008--**WASBO Fall Conference**—The Osthoff Resort & Conference Center, Elkhart Lake

October 23-24, 2008--**Midwest Facility Masters Conference**—Wyndham Milwaukee Airport Hotel & Convention Center. Sponsored by WASBO, ASBO International & SchoolDude.com

November 7-10, 2008 - **ASBO International Annual Meeting & Exhibits** - Denver, CO. Join ASBO International when you renew your WASBO membership at www.WASBO.com. As an ASBO member, vote in October and support our Wisconsin candidate for ASBO Vice President, Erin Green, Director of Business Services for the Greendale School District!

Congratulations to Our New Retirees

WASBO hopes you visit us at our conferences in the future and wish you an enjoyable, happy retirement. Best wishes to Larry Krebs (Neenah), George Haynes (Muskego-Norway), Larry Rigden (Kettle-Moraine), Ardell Wiederhoeft (Fort Atkinson), Roger Leys (Sheboygan), Keith Westphal (Menasha). Please let us know if we have missed a retiree. Don't forget to renew your membership as a retiree so you stay in the WASBO loop. In addition, for those that want to keep their fingers in the profession as an interim business manager or for special school district projects, please contact the WASBO office where we keep an interim list for Wisconsin school districts.

Where Are They Now? Erik Kass (Waukesha to Madison), Jason Demerath (Waukesha to Fort Atkinson), Todd Gray (Oshkosh to Waukesha Superintendency),

Bob Avery (Wisconsin Heights to Somerset), Dale Zabel (Watertown to Kettle Moraine), Brian Adesso (student to Manawa), Eric Spanton (student to Shullsburg), Scot Ecker (West Allis-West Milwaukee to Muskego-Norway), Mike McArdle (Nekoosa to Stevens Point), Jill Bodwin (Mishicot to Sheboygan), Dave Korhonen (Superior to Maple), Gretchen Thomes (Promoted to Asst Supt Business & Operational Services, Sheboygan).

Membership Renewal Time - Take a few moments to renew our membership for 2008-09 online at www.WASBO.com. For just \$160, Active or Service Affiliate members benefit from the professional network of WASBO. Look for new resources coming soon to the WASBO web site.

Procurement Cards - If your school district is not using a P-card for added purchasing and overhead efficiencies, now might be the time to investigate such a process. You can find information on the WASBO web site under Resources. There are 34 school districts using the WASBO P-card option who will be receiving approximate rebates totaling \$65,590 for 2007-08. The rebate percentage has increased from .85% to .95% for the 21 day payment option. The rebate increases for 14 or 7 day bill paying options. Rebates will continue to grow as the program grows with more districts becoming involved and increased purchasing volume.

Fund Balance - It is that time of year to be thinking about closing the books. Please be careful to record the Fund Balance as reserved and/or designated on the Annual Report when appropriate. There are a number of districts that record their Fund Balance as unreserved/undesignated. Legislators see that as extra money during tight times. Please check that the Fund Balance is recorded correctly.

Changing Staff - Bonnie Elmquist is leaving the WASBO office to live near her family in Prairie du Chien. We wish her all the best in being with her family and grandchildren, but we will miss her wonderful smile, calm demeanor and professional work. Bonnie is and has been a wonderful friend of WASBO. The WASBO Board, with the Executive Director's recommendation, decided the position should be increased from half-time

to full-time. We are pleased to have Joyce Hamm, who many of you may recognize from the SAA, joining WASBO July 28th. Joyce brings many years of association work to the position and knows our members from her 14 1/2 years with the SAA. We are excited to have her on our team!

Developing New Resources - The Board and Goal Action Teams have decided to update the WASBO web site, develop a Career Center and provide an on-line Resource Library Center. The WASBO Staff and various committees will implement these initiatives during the 2008-09 school year.

Indoor Environmental Quality - The Facilities Committee is developing models that could be used by Wisconsin School Districts pertaining to Indoor Environmental Quality.

"The Budget Cycle" - The Accounting Committee is writing a book titled "The Budget Cycle" for WASB. They expect their work to be complete sometime next winter.

Mentorship - WASBO, AWSA, WCASS & WASDA are jointly writing a grant for \$25,000 to expand our mentorship program and help our members through the PDP process. A number of WASBO members will be needed in the future to develop this training for the PDP process and expand our mentorship program.

Welcome New Members



Susan Allen, Budget Analyst/Risk Manager, Madison Metropolitan School District

Brittany Altendorf, Accounting Management, West Bend Joint School District #1

- **Jeff Grunwald**, Facilities Manager, Swallow School District
- **Steve Jende**, Account Executive, interfaceflor
- **Heather Kraeuter**, Accountant, Kenosha Unified School District
- **Jerry Lindberg**, Head Custodian, Lakewood School
- **Joseph Marquardt**, Student, UW-Whitewater
- **Paul Moore**, Manager, CBIZ Valuation Group, LLC
- **Christina Peterson**
- **Wendy Pokorsky**, Client Relationship Manager, ING
- **Michele Warzynski**, District Bookkeeper, Almond Bancroft School District
- **Mary Wienke**, Business Services Secretary, Somerset School District
- **Jerold Zamzow**, Maintenance Supervisor, Bremner School District

TEACHING THE **FINE ART** OF SUPERVISION.



Things can go haywire fast when a teacher is absent from a classroom, or when supervision is lacking in common areas or during off-site trips. When situations get out of hand, costs can go along for the ride. A recent school study* of liability claims ranked assault or molestation as the most costly. It is not unusual that inadequate supervision is a factor in these cases. To help control these and other risk-related losses, Wausau and the Wisconsin Association of School Boards (WASB) work with school boards to establish written policies, conduct training on how to handle aggressive behavior, and establish **PRICE \neq COSTSM** supervision guidelines and investigative procedures. Our A (Excellent) A.M. Best Rating and 25 years as the WASB endorsed carrier for Wisconsin schools makes us uniquely qualified to help make schools and activities safer. To learn more about Wausau TotalValueSM service and how the WASB



Insurance Plan can help you keep a closer eye on things, visit www.wausau.com or contact a Wausau representative.

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*Five-year study of 246 Wisconsin schools.



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WASBO Calendar

Professional Development

August 8, 2008

CESP/AWSA/WASBO Educational Support
Professionals Summer Conference, Stevens Point,
Holiday Inn

August 13-14, 2008

WASBO New School Administrators and Business
Support Staff Workshop, Stevens Point, Holiday Inn

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Midwest Facility Masters Conference, Wyndham
Milwaukee Airport Hotel & Convention Center

November 8-10, 2008

ASBO International Annual Meeting & Exhibits,
Denver, CO

December 10, 2008

WASBO/WASPA School Personnel Academy,
Madison, Radisson

December 11, 2008

WASBO Taking Care of Business Seminar, Madison,
Radisson

January 21-23, 2009

WASB-WASDA-WASBO State Education
Convention, Milwaukee, Midwest Airlines Center

Regionals

Each Regional Representative, meeting locations & directions
are available at www.WASBO.com if predetermined.

Bay Area - Meetings start at 9:00 a.m.

Check www.WASBO.com for future dates

Madison Area

Check www.WASBO.com for future dates

Northeast

Check www.WASBO.com for future dates

Northwest - Meetings are usually held at
Lehman's Supper Club in Rice Lake

Check www.WASBO.com for future dates

Southeast - Meetings are from
9:45-11:30 am with lunch following.

Check www.WASBO.com for future dates

Southwest - All meetings will be held at
the CESA #3 office in Fennimore.

Check www.WASBO.com for future dates

West Central - Meetings are held the
first Thursday of the month except January,
May & July from 10 am - 1 pm at the
Sparta Area School District Administration
& Education Center, 201 E. Franklin St.,
Sparta

Check www.WASBO.com for future dates

WI Valley - Coffee at 9:00, Meeting at 9:30.

Aug. 15, 2008 Antigo

Check www.WASBO.com for future dates



Go to www.wasbo.com and click
on "Calendar" for updated meeting
information, to register or get
directions.

Committee Meetings

School Facilities Committee

Facility Masters Conference Sub Committee -
July 10, 2008 (9:00 a.m.) - Madison, WASBO
Office

Full Committee - July 31, 2008 (9:00 a.m.) -
Madison, WASBO Office

Safety Committee

October 8 (1:30 p.m.) - Madison, WASBO

Board of Directors Meetings

September 17, 2008 - Madison, WASBO Office

December 17, 2008 - Milwaukee

February 18, 2009 - Stevens Point

April 15, 2009 - Chippewa Falls

June 17, 2009 - Madison, WASBO Office

Business Meetings

January 22, 2009 - Milwaukee

May 28, 2009 - Green Bay



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