



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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What a Conference!

The 2009 Fall Conference, "Don't Let Olympic Size Hurdles Trip You Up", was once again held at the beautiful Osthoff Resort in Elkhart Lake. The conference was a great place for networking and learning. 227 people attended the conference to hear the latest about ARRA, changes in QEO legislation, mentorship and licensure, health care, HIPAA, facility planning and budgeting, childhood athletics and yes, stress! This is just a sampling of what was offered. There were so many great sessions it was hard to choose which to attend.

As an added bonus this year, we had three fantastic and energetic keynote speakers. Christine Cashen, a worldwide speaker, kicked off our conference with her "Get What You Want with What You've Got" program. In her keynote, she told us how to communicate effectively by understanding different personality styles, learn the secrets to defuse anyone and handle conflict like a pro, create a better day with more energy and time management tools, and discover how humor can increase job satisfaction, improve morale and reduce stress. Her program was packed with a lot of laughter AND essential information that we all needed to hear with our high-stress jobs.



Suzy Favor Hamilton and Casey FitzRandolph, two Olympians from Wisconsin, got our Friday off to a 'movin' start with their high-energy program about DPI's Movin' and Munchin' Schools Program which is sponsored by WEA Trust. They are both very passionate about the growing



problems of obesity, diabetes, poor nutritional choices and lack of physical activity among children. Suzy and Casey are honorary co-chairs of the Movin' and Munchin' Schools program and donate their time to go around the state

to speak to children as part of the program. We got a taste of what a Movin' and Munchin' program looks like in schools and even had some active participation from conference attendees.

More than fifty people participated in the Olympic Team Building Activity sponsored by PMA Financial Network. First our brains were tested with some trivia where correct answers were rewarded with the supplies needed for



the next part of the event. Thank goodness for great weather because the next segment was to build a raft that had to do two things – float and support weight. There was one more twist for participants. Teams could collectively place a sealed bid in the form of food items or cash to benefit the Plymouth Food Pantry. Over \$1,200 was raised to assist families in need! The real fun and test of each team's abilities happened when the top four bidders were able to select a volunteer to board their raft to see if it would support weight. All passed that challenge. The final excitement was a race to a marker in the lake and back to shore. This is where our volunteer rafters, Jerry Landmark, Mark VanDerZee, Jeff Mahoney and Michele Wiberg, really got a work out.

Continued on page 27

2010 WASBO Fall Conference - October 21-22, 2010
The Osthoff Conference Center - Elkhart Lake, WI
2010 WASBO Foundation Scholarship Golf Outing -
October 20, 2010
Autumn Ridge Golf Course - Valders, WI

See pages 16-17 for Fall Conference
Pictures and Recognition of the 2009
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Editor: Woody Wiedenhoeff



President's Message

WASBO Board Update

Meeting the Challenge Together

I hope everyone's school year is off to an uneventful start. If you are like me, it has been busy with updating your pandemic plan for H1N1, finalizing your budget, stimulus fund budgeting and reporting, and countless other new school year items. I saw many of you at the WASBO Fall Conference in Elkhart Lake. I would like to thank the Fall Conference Planning Committee and presenters for putting together an outstanding conference. The conference was also improved by our Federal and State elected officials who provided some great topics for the conference by eliminating the QEO and creating new reporting requirements for the stimulus funds.

Our most recent WASBO Board meeting was held Wednesday, September 16 at the Ashwaubenon School District office. The strategic focus of the meeting was increasing member involvement and participation in WASBO committees and activities. The Board brainstormed a list of barriers to involvement and then looked at ways to remove the barriers and encourage members to get involved. Finally we developed some action plans to help WASBO move forward on this issue.

The Board started by identifying issues that may prevent members from being involved in WASBO committees. Please realize that these are potential issues. Just because something is on the list does not mean that it is currently an issue. Also, something may be viewed as a barrier by one WASBO member but not by another. The following possible barriers were identified:

- Travel time, increasing job demands make a long-term commitment difficult
- Support from Superintendents for time out of the office
- Fiscal limits on out of district travel



Keith Lucius
WASBO President

- Members not seeing the connection between personal professional responsibility and the benefits gained by becoming involved
- Lack of confidence to present at conferences
- Time commitment not defined when joining a committee
- Unaware of committee and board work needed
- Personal time conflicts (family obligations prevent participation)
- New members feel like outsiders, do not feel like part of the group
- Members may be afraid to take the first step
- Lack of follow-up by committee chair when a member expresses willingness to serve on a committee
- Member feeling that they have nothing new or interesting to contribute
- Size of group is intimidating, it is easier to get connected at smaller regional meetings instead of large statewide group

Continued on page 6





Exec's Reflections

WASBO's Yellow Brick Road

Woody Wiedenhoeft
WASBO
Executive Director

Today I was reading several issues of WASBO's daily **Wisconsin Education News**. Strangely enough, my thoughts turned to the **Wizard of Oz**.

Dorothy, in a very stressful moment asked Glenda the Good Witch how to find the Wizard, who could help her get back to Kansas. The answer was, "Follow the Yellow Brick Road."

Like Dorothy's situation, the situation in Wisconsin school finance today has put many of us in a very stressful position. We have seen change that presents unparalleled daily challenges and difficulties. Lack of clarity about the future mission of schools has brought about inevitable conflict. The economy and federal, state and local financing decisions build the tension. The dynamics of school funding today, without the three-legged stool, has exacerbated the issues. It makes sense that school business officials who care about their schools may have difficulty coping. Leaders may feel the pressure to provide answers for the seemingly unanswerable. We may feel the tension comes from our own educational partners such as teachers, other administrators, parents, community members and school boards. Our roles and expectations are less and less clear. Leading a school district has not been this challenging in years. It is our role to hold the system together and help lead our districts and communities toward solutions. Therefore, what is the "Yellow Brick Road" for people working in School Business?

The "Yellow Brick Road" is all of us,

leaning on each other as we learn how to deal with these new issues. Sometimes we forget that we do not have to do this alone. It is more important than ever to seek counsel and advice from colleagues. WASBO peers are the most empathetic and dynamic source available when making long-range decisions. With their help, these choices can be less daunting. Career defining decisions do not have to be career altering.

Join colleagues at conferences, workshops and regional meetings. Learning additional leadership and technical skills is valuable. However, it is invaluable to network with your colleagues at these events about the leadership issues and problems you are addressing. Continue to network and talk with your fellow school business officials with a phone call or an e-mail. Your counterparts will understand your situation better than anybody and may be able to provide alternatives or a better approach. If not, at least you will find out that you are not the only person in your shoes.

Dr. Richard Swenson, author of **Margin**, provides some thoughtful ideas for personal and professional reflection as we fulfill our leadership responsibilities. Stress is a threshold phenomenon. We hear people talking about giving 110% of themselves, but that is impossible for any sustainable activity. As we seek balance and collaborate with our WASBO colleagues, the discussion is really, about leaving some "margin" in our lives. There will always be new issues confronting us. As our leadership comes to the forefront in dealing with additional topics, decide how to provide some "margin." Then the threshold phenomenon becomes part of the solution instead of being the cliff. Leaving yourself some "margin" is

not just something to consider, it is a necessity.

Past experience tells us that our personal and professional efforts may not always succeed exactly as we have predicted or envisioned. Devoted personal effort in our profession does not mean we should take ambiguity and uncontrollable situations "personally". One of my mentors once shared with me that he believed quality leaders developed a sense of comfort with ambiguity. School Business Officials understand their role in providing legacy leadership for their communities and schools. There is personal professional pride that drives us. Nevertheless, the outcomes we cannot control, do not define us "personally" or "professionally".

WASBO has a formal mentorship program for new members. Just as importantly, keep your own informal mentorship program alive. Feel comfortable in networking with your WASBO friends. They will be the most helpful resource available to help you lead during further challenges. That is our WASBO "Yellow Brick Road".

"The conditions of modern-day living devour margin. If you are homeless we direct you to a shelter. If you are penniless we offer you food stamps. If you are breathless we connect the oxygen. But if you are marginless we give you yet one more thing to do."

**Richard A. Swenson, M.D.
(Margin, 1992)**

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Continued from page 3

The Board then discussed ways to remove or reduce barriers to involvement. After grouping our ideas, we put together action plans to increase participation. Here are brief summaries of the action plans that the Board developed:

- Put together a description of committees and activities that members can participate in. The description will include responsibilities of members, committee goals, and an estimate of time commitment for participation
- Speaker recruitment will be reviewed to decide what WASBO can do to help encourage members to be presenters.
- Work with conference committees to find innovative ways to help new members feel welcome at WASBO and to encourage participation. This needs to be done in a way that does not reduce the content time at a conference. The team building activity at the Fall Conference was cited as a good example of how we can help members to connect with other members.
- Actively encourage members to participate using current committee members and regional meetings to promote more involvement.
- Find ways to use technology to make it more efficient for statewide participation in committee work. Woody will check with other ASBO affiliates to see what has worked in other states, and our Goal Action Teams will continue to refine options for online connections
- Develop a brochure that outlines the benefits of being an active

WASBO member and distribute the brochure to superintendents and School Board members to get their support for active membership in WASBO by their staff.

As you can tell, it was an active discussion, and that was just the first half of the meeting. We also had a presentation regarding a new technology partnership that WASBO will utilize to provide a new member service. In addition, the Board had reports from the Goal Action Teams and David Carlson. Our treasurer, Wendy Brockert, discussed the revised budget and accounting structure that should help make our financial reports easier to read. As always, if you have ideas or concerns with anything that the Board is working on, please feel free to share them with me at klucius@ashwaubnenon.k12.wi.us.

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Renee Messing

Who's Minding the Store?

Government Imposes Strict Controls to Protect ARRA Funds from Fraud, Waste and Abuse

By Renee Messing, CPA, Partner, Clifton Gunderson

When the American Recovery and Reinvestment Act of 2009 (ARRA) is fully implemented, nearly \$800 billion will rain down on virtually every sector of the economy in an effort to create jobs and stimulate growth.

But even as the spigot has been opened wide, the government is not simply walking away and letting the stimulus dollars flow. One of the most striking features of this historic program is the level of accountability and transparency being demanded of local, state and federal agencies, and their private sector contractors.

When the bill was signed in February, the Obama administration and Congress anticipated the awarding of billions of dollars in a relatively short period of time could create an environment where fraud, bid-rigging, collusion and other corruption could flourish. Determined to prevent that from happening, the President emphasized the need for strict new requirements for the timely gathering, analysis and reporting of financial and labor data related to stimulus funds.

Federal agencies receiving ARRA funds are required to establish rigorous controls, oversight and other measures. Various state agencies and local governments, as well as not-for-profits, contractors and others who ultimately receive ARRA funds, must also tighten up their controls and oversight.

The Red Flags of Collusion

As a guide for taxpayers and funding recipients, the Department of Justice, Antitrust Division, developed a four-part

analysis to help prevent collusion in the procurement and grant award process. Called the Red Flags of Collusion, the following warning signs might warrant further investigation:

Who is in the market for this award?

How many vendors could compete for this award? Which ones are best positioned to perform the award? The award may be the target of collusion if:

- There are few vendors offering the same goods or services
- A small group of major vendors controls a large share of the market.
- The good or service is standardized, so that the determining factor in the award is price rather than other competitive factors (such as design, quality, or service).

Are there similarities between vendor applications or proposals?

Closely examine the proposals or applications submitted by the competing vendors and look for similarities. The award may be the target of collusion if:

- Two or more proposals contain similar handwriting, typos, or mathematical errors.
- Two or more proposals are sent from the same mailing address, e-mail address, fax number, or overnight courier account number.
- Two or more proposals reflect that last-minute changes (such as white-outs and cross-outs) were made to alter price quotes.
- The document properties of two or more electronic proposals show that the proposals were created or edited by one vendor.

Have patterns developed among competing vendors?

Review the outcome of prior awards for the same product or service to identify patterns over time. The award may be the target of collusion if:

- Over a series of awards, competing vendors rotate as the award winner.
- Over a series of awards, routine competing vendors win the same or similar amounts of work.
- Over a series of awards, one vendor always wins, regardless of competition.
- The vendor that wins the award subcontracts work to losing vendors or to vendors that withdrew their proposals or refused to submit proposals.
- As compared with prior awards, a smaller number of vendors submit proposals for the current award.

Have vendors demonstrated behavior that suggests that they worked together on the award?

Keep an eye out for suspicious behavior that indicates that vendors worked together rather than competed for the award. The award may be the target of collusion if:

- A vendor submits a proposal for a procurement or grant award, and you know that the vendor lacks the ability to provide the goods or services requested.
- A vendor brings multiple proposals to an in-person procurement or grant process or submits multiple proposals.
- A vendor makes statements on the phone or by e-mail indicating advance knowledge of a competitor's prices or likelihood

Continued on page 22



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Mark Sichterman

School Insurance:

Risk Management IS a Controllable Expense

By Mark Sichterman, ARM, ARM-P, CRIS, Arthur J. Gallagher Risk Management Services, Inc.

Tax hikes. School closings. Budget battles. The economy is clearly having an effect on school districts across the State of Wisconsin. Naturally, districts are looking for ways to cut controllable expenses. Although we're all required to carry insurance, the expense CAN be controlled. But how?

Many districts (...municipalities, private sector companies, etc.) treat their annual insurance review as an isolated event, hoping to use the negotiation as the best way to save money on their insurance. They bring in several agents with competing "quotes," hoping that one of them will come in with a great money-saving deal. But when all is said and done, the quotes come in fairly similar. Why?

The main driver of the total premium is Workers Compensation, which can be as much as two-thirds of the total for a typical school district. Since rates are set by the State of Wisconsin, the WC quote should be identical in every proposal (except for the dividend). Depending on whether the district has a bus fleet, the age and value of the buildings, etc., quotes for the remaining lines might only be a couple of thousand dollars apart.

It is sometimes possible for a district to save a couple thousand dollars by moving their coverage to a new carrier. But that may not be the best way to save money. If they stop there and then just keep their fingers crossed until next year, they may be leaving a whole bunch of savings on the table.

In the context of controllable expenses, risk management should be a year round process, not an annual event. Reducing workers' compensation claims, for example, will lower your WCRB Experience Modification Factor, having a direct impact on the calculation of your rates. If your "ex mod" is greater than 1.0, and you're willing to make the necessary changes to your safety program NOW, you have real opportunity to save 10%, 20% or 30% on future reviews!

Here are four things your district can do BEFORE your next review if you want to save money on your insurance and other costs associated with risk management:

Update Your District's Safety Manual

Maintaining a proactive safety program is one of the best ways to help you control your costs associated with employee injuries and property damage. Ask your agent to help you by providing up-to-date materials focusing on reducing your exposures and developing safety controls.

Institute an Active Safety Committee

A safety committee can be a very effective element of a comprehensive safety program, enhancing both employee well-being and the overall safety culture of the district. Safety committees are responsible for conducting safety reviews, investigating safety problems, developing and communicating safety procedures and educating employees. Your agent can help you get a safety committee up and running.

Enforce a Formal Return-to-Work (light duty) Program

Having a formal Return-to-Work

program benefits all involved. The district will save money. The injured employee will recover faster, have a more positive outlook and refrain from adopting a disabled lifestyle. WC fraud will be more easily identified. Morale will improve, as each employee's contribution is maintained and systematic abuse is reduced or eliminated. Your agent can provide policy guidelines, forms, and other useful tools to get you started.

Find Creative Ways to Foster a Safety Culture

Employers that have the best safety records don't do it by accident (ahem). They make safety an integral part of their culture.

EVERY employee can make a big difference. Encourage them to take the time to perform their work safely. Create a culture where they are comfortable reporting unsafe conditions to their supervisor immediately, and where it is easy for people in supervisory roles to enforce safety policies. Distribute monthly safety reminders (i.e. paycheck stuffers). End meetings with a safety tip. Put incentives in place to reward a good safety record. These little things can make a big impact.

Try these safety initiatives, and your district will save money at your upcoming renewals!

For more information on school safety and insurance programs, contact Mark Sichterman at Mark.Sichterman@AJG.com or (715) 847-8037.



Gary Kvasnica
WASBO Director

Director's Corner

Why Attend a WASBO Conference?

By Gary Kvasnica, Director of Business Services, Kimberly Area School District

Many years ago at UW-Whitewater my School Business Management instructor, Dick Peterson, suggested I check out an organization called WASBO. I decided to go to an Accounting Conference. The first thing I remember about the conference was that the food was pretty good! The second thing I remember was that everyone seemed to know each other. This was foreign to me. Where I came from in the private sector, when you attended a conference you often had competitors there. So, you stayed by yourself or stuck with people from your own company. But with WASBO I learned that members are not competitors or adversaries. They are advisors, mentors and friends.

Here are several good reasons to attend a WASBO conference (besides the food):

Efficient Way to Gain Knowledge

Our job is very diverse. We are expected to be experts on a variety of things that change constantly. Reading industry publications takes a lot of time, is often not specific enough and is one-way communication. There is no better way to learn than by listening directly to experts and being able to ask questions. FYI - If you are going to read a publication, "Taking Care of Business" is excellent!

Earn and Maintain Certifications

Business Managers licensed prior to July 1, 2004 can maintain their certification by obtaining 6 credits every 5 years. There is not a more cost-effective, time-efficient way to earn credits than by attending a conference. Graduate

credit is offered at most conferences. For the Business Managers licensed after August 31, 2004 who need to attend "support seminars", most WASBO conferences qualify. Lastly, for Building and Grounds people, you can earn a "Facilities" Certification by attending conferences – a smart career move.

New Ideas

The first thing my staff jokingly asks after I come back from a conference is, "what new ideas do you want to implement now?" We are lucky to be in a profession where someone with an innovative idea is willing to share it. If you implement just one thing you learn at a conference you will be improving the operations of your District (and your worth). A good thing to do in this era of cost cutting!

Business Partnership Opportunities

For vendors, most people buy based on relationships. The WASBO Conference is a great venue to learn what's important to a Business Manager or a Building and Grounds Director. It is also a good way to get to know someone. So next time, after the golf outing, stick around for the conference.

Networking and Friendships One of the best parts about attending conferences is you get to "hangout" with people who have common interests. How often have you gone to a party and tried to answer the question "What do you do for a living?" (I have given up and no, I don't have summers off!) Sometimes it is even hard to explain to our families what we do or why we put in so many hours. Fellow Wasbonians understand and have a common bond that will always be there. I have met many wonderful people at WASBO who are now my friends. You will too! See you at the next conference!

"It's all about people. It's about networking and being nice to people and not burning any bridges."

Mike Davidson

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Director's Corner

Do You Do Anything That is Fun?

Wendy Brockert, Business Manager, Lake Mills School District

Wendy Brockert
WASBO Treasurer

We all are very busy and have very stressful jobs. One could have serious health issues because of the stressors in our job. We have staff, community and colleagues who place various demands on us. Some of my latest issues are ARRA reporting, pupil count, negotiations and writing an article for the WASBO newsletter. There are days I come home from work and my spouse purposely avoids me because he can tell it has been one of those days. Some of my friends have joked that our spouses should form a support group to assist them.

Yes, work can really be harmful to one's health. If you are feeling like me, I am suggesting you find an outlet to

help balance your life. Some of you are very good at finding an outlet; it may include working out at a gym. In the past my most common outlets were watching "Seinfeld" episodes and going to scary movies. I have learned that it is very important for all of us to have an outlet.

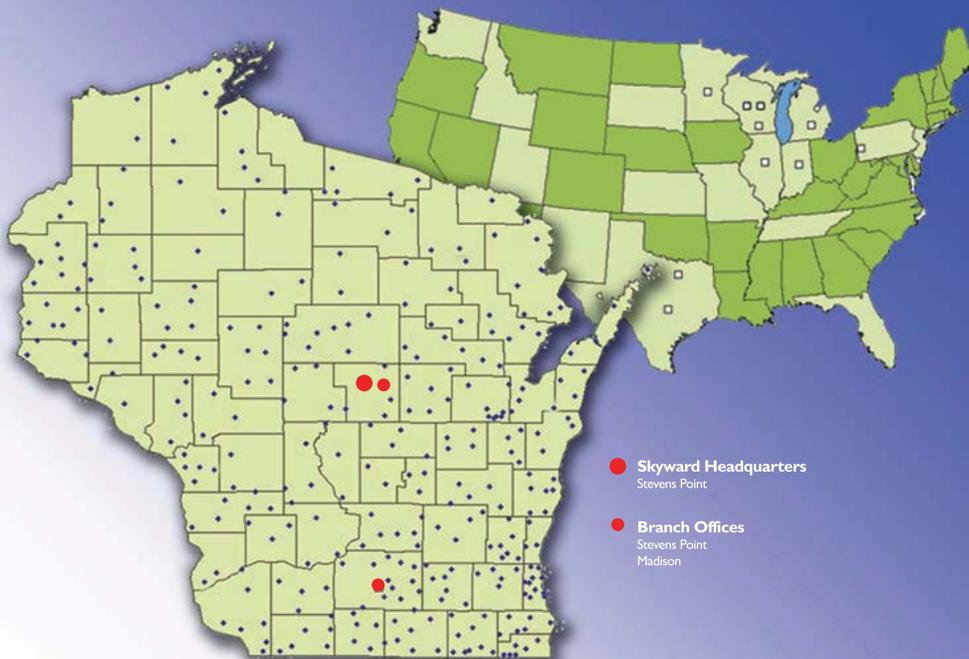
There are so many opportunities for us and we need to take advantage of some of them to help us stay sane. A few weeks ago I started attending a Wine Appreciation Class. Let me tell you, it has helped me have a much better outlook on life. On Monday I look forward to that Thursday evening class. It is even fun to say, "I can't meet for negotiations on Thursday night because I have a class." I am taking the class with some friends and my spouse. It has been so much fun and has helped grow our relationship.

Did you know that the taste of wine can change by the type of glass being used and the brand (manufacturer) of wine glass? I have been learning about how wine is made, the different wine regions throughout the world and how to properly drink a glass of wine. Sorry, slamming is not allowed.

I know you are not all wine drinkers, but I really want to encourage you to find some avenue to explore to escape the rituals of work. It can really be fun and it sure makes life enjoyable having a new activity to look forward to each week. Who knows, you also may learn a few things.

"If you never have, you should. These things are fun and fun is good."
Oh, the Places You'll Go by Dr. Seuss

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Orvin R. Clark, EdD, RSBA
Educational Leadership
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BOOK REVIEW

Where Have All the Leaders Gone?

By Lee Iacocca with Catherine Whitney

By Orvin R. Clark, EdD, RSBA

Lee Iacocca is an industrial engineering graduate of Lehigh University and legendary automobile executive. He is a best selling author and former president of Ford and Chrysler. While at Ford he was involved in the design of the Mustang. He saved Chrysler Corporation from financial ruin, masterminded the creation of the minivan and oversaw the renovation of Ellis Island. He has created the Iacocca Institute for Leadership at Lehigh University and the Iacocca Foundation for Diabetes Research.

Where Have All The Leaders Gone? (2007) is 263 pages in length and provides a combination of wisdom, knowledge and wit that made him one of the most widely recognized business executives of all times. Mr. Lee Iacocca asks some tough questions:

- What is each of us giving back to our country?
- Do we truly love democracy?
- Are we too fat and satisfied for our own good?
- Why is America addicted to oil?
- Do we really care about our children's future?
- Who will save the middle class?

He is outraged at the sad state of leadership in the United States today. He starts with George W. Bush and his administration, American politicians (both republicans and democrats in Congress), and moves on to criticize the American auto industry.

Mr. Iacocca is critical of former President Bush for telling lies to get a war with

Iraq, for condoning torture and being reactive instead of proactive. To make his point, he notes for what we have spent in Iraq, we could have instead hired 8 million teachers, 8 million police, fire and medical support specialists; funded 25M college scholarships, and given every citizen a year of free gas and health care.

Mr. Iacocca finds Congress to be failing at the top five issues for all Americans: Iraq, jobs, health care, education and energy. He expresses his concerns about vital national issues such as health care, open markets and energy policy. Now he says, our government has fallen under a grip of arrogant ideologues and spineless detractors.

Mr. Iacocca says that business leaders are more obsessed with stock options and trumping each other's multimillion dollar salaries than finding creative solutions to pressing problems, such as the health care crisis, our loss of competitive edge in the global marketplace, the massive trade deficit, and the slow death of the middle class. He further states "instead of living by the deadly sins, corporate America should try living by some of the virtues:

- Instead of greed, how about generosity,
- Instead of envy, try a little charity,
- Instead of pride, show some humility,
- Instead of wrath, let's see composure."

Mr. Iacocca is not a pessimist. He's trying to light a fire. He's speaking out because he has hope. He believes in America. In his lifetime he's had the privilege of living through some of America's greatest moments. He has also experienced some of its worst

crises, including the Great Depression, World War II, the Korean War, the Kennedy assassination, the Vietnam War, the 1970's oil crisis and 9/11, through great leadership. Mr. Iacocca names his Nine C's of Leadership. He says they're not fancy or complicated just clear obvious qualities that every true leader should have:

- **Curiosity** - A leader has to have it. He has to listen to people outside of the "Yes, Sir" crowd in his inner circle.
- **Creative** - A leader needs to go out on the limb, be willing to try something different, think outside of the box
- **Communicator** - A leader has to talk about facing reality and tell the truth, not spout sound bites.
- **Character** - A leader has to be a person of ethics. That means knowing right from wrong and having the guts to do the right thing.
- **Courage** - A leader has to have commitment to sit down at the negotiating table and talk, not tough talk and swagger.
- **Conviction** - A leader wants to get something done. You have to have passion.
- **Charisma** - A leader should have the quality that makes people want to follow. The ability to inspire.
- **Competency** - A leader has to know what he's doing. A leader has to be a problem solver.
- **Common Sense** - A leader has to have the ability to reason; i.e., good judgment.

Mr. Iacocca says "If I've learned one thing, it's this - you don't get anywhere by standing on the sidelines waiting for somebody else to take action."

Continued on page 15

Voluntourism

An Experience That Will Change You Forever

By: *Chris Dupré, Director Buildings & Grounds, Maintenance & Safety, Edgerton School District*



Chris Dupré with Nellie Muthui, the Hopewell School Business Manager

This past summer I had an experience that has changed me forever. I spent fifteen days in Kenya. The trip blended some phenomenal tourist activities with volunteering at a high school and an orphanage.

The first few days were spent on a photo safari in Kenya's largest game park located in Southern Kenya known as the Masai Mara. This park is an extension of the Serengeti Plains that originate in Tanzania; when it crosses into Kenya, it is called the Masai Mara.

It is known as the 8th Wonder of the World and is where one of the largest migrations occurs. Approximately two million wildebeest and zebra follow their food source, the grasslands, north. The



spectacle captured on so many National Geographic-type films and photos culminates when these herds cross the Mara River where the Nile crocodile waits to feed. The tour also stopped at a little town called Kabazi, which is situated on the equator, and with mp3 players and external speakers at the ready, we all danced a polka. These

were the two hallmark tourist activities that we enjoyed on this trip.

The main focus of this trip was to volunteer at Hopewell High School, which is probably best described as a

sister school of sorts, as well as at St. Ann's Orphanage. I was lucky enough to go on this trip with my 17-year old daughter, Lindsay, and my older brother, René. The group that organized this trip is called Wrestling the World (WTW), a non-profit

group dedicated to wrestling world problems in poverty stricken areas. They helped with relief efforts in Sri Lanka when the tsunami devastated that coastal country, and they did the same when hurricane Katrina hit Louisiana.

WTW is employing local people near the city of Nakuru to build a tourist center/hotel called International Villages-Hopewell (I.V.), which is adjacent to Hopewell High School. The I.V. will serve as an on-the-job training center where local people, including some Hopewell students, can work for

a period of time and learn hotel industry skills. They will then eventually be able to compete for full-time hotel jobs throughout the region and make a life for themselves.

This was my first time traveling to a third world country. I had no clue as to what I was getting myself into. Without

a doubt, they are some of the most friendly and happy-go-lucky people I have ever met. They really made an impact on me and how I now think.

At Hopewell High School, the



Cynthia with Chris' daughter, Lindsay

volunteer activities we participated in were working in the garden harvesting, planting and tending crops, working in the library, and helping the staff at the Hopewell Junior Academy (it acts as a pre-school). We also could volunteer at St. Ann's orphanage – home

to approximately 20 children ages one to three. Each of these volunteer opportunities challenged the participants in a good way to give of themselves and to care about someone in another culture.

The Hopewell Kids are truly amazing. Before too long the travelers realized that they were seeking out that kid with the big smile and contagious laugh



Cynthia

when the students broke for lunch. They would seek members of our group out as well, and friendships were created. Hopewell High School (student population approximately 600) grows their own vegetables in their on-site garden for their lunch program. They even have some extra food to sell to local people. Their life as I view it is not an easy one, but I do not think I heard any complaints from them. They are proud and hard working. I admit I would not last too long with my soft hands and

Continued on page 15

Voluntourism - An Experience That Will Change You Forever

Continued from page 14

back trying to do the work that they do day in and day out. Imagine having to walk up to an hour

with a couple of five-gallon buckets to fill up at the water kiosk and walk back home with it. This needs to be done often, daily and every other day is not uncommon. Hopewell



Sally Library

High School's water kiosk serves a population of about four thousand people at a price of three Kenyan shillings (analogous to our penny) for six liters.

The two weeks we spent on the ground in Kenya were the most amazing two weeks of my life. I am constantly reminded of what a great feeling it was to be over there, and I am so excited to be going back. It was not about seeing all the tourist sites, although that was a tremendous experience, but it was

about helping people you can't help but care about. The American students were impacted in the same way.

By the time we had left, more than a dozen Hopewell students had their school fees paid for by traveler donations, the cost per term was

roughly \$25 (US), and they have three terms to pay for annually (\$75 total). Other students pooled their money and gave it to the orphanage so the washing machine could either be repaired or replaced. Many other acts of kindness and care were exchanged during this trip. I did not realize I had the capacity to care that much in so little time, and the experience really changed me forever.

If anyone is interested in taking this trip, WTW is booking trips right now for next

summer. If you can't travel, perhaps you would like to help in some other way. Contact me if you are interested in learning more about the trip of a lifetime. I took almost 2,400 pictures while there, and there are a handful of good ones to look at. WTW can be found on the web at www.wrestlingtheworld.org and you can also visit their International Village - Hopewell Project at www.internationalvillages.org.



Chris gives a photography lesson.

"Volunteerism is the voice of the people put into action. These actions shape and mold the present into a future of which we can all be proud."

Helen Dyer

Book Review - Where Have All the Leaders Gone?

Continued from page 13

He issues a call to action to summon Americans back to their roots of hard work, common sense, integrity, generosity and optimism. **Where Have All The Leaders Gone?** is extremely worthwhile reading. It's a call to action... read it.

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*John Forester
SAA Director of
Government Relations*

Legislative Update

The Standard for Politically Effective School Leaders

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



With the 2009-10 school year well underway and the 2009-11 State Budget carnage still fresh in our

minds, it is a good time to continue our discussion on how you can help strengthen the SAA and become an even stronger advocate for the children in your school district. The last article in this series discussed the purpose and inner workings of the SAA. This article focuses on what you must do to be a politically effective school leader.

The politically effective Wisconsin school administrator does the following in advocating on behalf of Wisconsin school children:

Stay Informed

Your knowledge of the issues and of the legislative process builds credibility with your legislator; and your credibility dictates your legislator's level of response to your concerns. Stay up to date on legislative/political issues by reading the SAA Capitol Report as well as your local newspapers. Also, before contacting public officials, it is vitally important that you know and understand the SAA's positions on issues. If you ever have questions concerning legislative issues, please contact the SAA at 608-242-1370 or via email through the SAA website at www.wsa.org.

Focus on Your Legislators

Rather than wasting time and energy contacting all legislators, concentrate on influencing your legislators. Communication from citizens residing outside their district rarely influences

lawmakers. Focus your efforts where the potential for influence is greatest – your legislators.

Build Relationships With Your Legislators

The best way to influence your legislators is to develop relationships with them. Each legislator has a "small circle of experts" that they count on for advice on various legislative issues. It is important for you to become one of your legislator's experts on K-12 education issues. Inviting your legislators to your school is a great way to begin or continue developing this relationship. In fact, make it a point to meet with each of your legislators to review key issues at least once a year. It's a good idea to coordinate these visits with your district's administrative team.

Know Your Legislator's Staff

A legislator's staff is the gatekeeper to power. If you cannot talk directly with your legislator, expressing your school district's concerns to an office staffer, whom you know and who knows you, is the next best thing.

Keep SAA Staff Informed

SAA members are an invaluable source of field intelligence for SAA staff. Legislators often speak more candidly with constituents than they do with lobbyists. Inform the SAA staff what your legislators are saying in their districts. Also, remember to copy the SAA on your communications to your legislators.

Participate in SAA Policy Development

We encourage your participation in every step of the SAA policy development process available to you through the

SAA Legislative Committee and your professional association. Also, do not hesitate to respond to SAA positions on legislative issues. Participation in the policy development process, and member review of and response to SAA positions, is the best way to ensure that SAA positions represent the views of the members.

Respond to SAA Legislative Alerts

Grassroots lobbying is the real strength of the SAA. Our ability to mobilize SAA members in response to SAA legislative alerts is the backbone of our grassroots strategy. When the SAA issues a legislative alert, we need your response. Our success on important legislation depends on it.

Contribute to the SAA PAC

The School Administrators Alliance Political Action Committee (SAA PAC), which is supported by members of all four SAA member associations, was created to strengthen the SAA as a political organization. SAA PAC funds are used for campaign contributions designed to strengthen our relationship with key legislators and to influence legislation. A strong SAA PAC is critical to our success on legislative issues.

The SAA, like your professional association, is prohibited from using any portion of its budget to make contributions to anyone running for or holding elective office. Therefore, if we want a stronger voice in Madison to help us advocate more effectively on behalf of Wisconsin school children, it is vital that we support the SAA PAC.

I hope you find this information useful in understanding how you can be more effective as an advocate for Wisconsin

Continued on page 19

Educational Business Officers: How are you handling capital planning?

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SAA Legislative Update
Continued from page 18

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



“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”
Barack Obama

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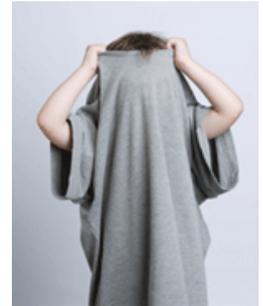
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There's still time to apply! Budgets are due 90 days after legal approval. For an extension or more information contact Michelle Williams, Professional Development Coordinator, 866/ 682-2729, x7067 or williamsmd@asbointl.org

Thinking of Applying for the First Time?

Get hands-on help to create your award-winning budget—and find out how to become a MBA budget reviewer—on Friday, October 23, at ASBO's 2009 Annual Meeting in Chicago.

Wisconsin ASBO Members who received the ASBO Meritorious Budget Award for Fiscal Year End 2008-09
D.C.Everest Area School District and Howard-Suamico School District



Erin Green
Vice President
ASBO International

ASBO Update

October 23-26, 2009 - Chicago!

By Erin Green, Director of Business Services, Greendale School District



The Chicago Annual Meeting is just around the corner. This is a premier chance for you to attend a national ASBO conference with hundreds of sessions on relevant and timely topics! If you have thought about it in the past, this is your chance. Parking your car is \$50/day in Chicago. A nice alternative is parking at the Amtrak Airport station and taking the train. www.amtrak.com can give you the schedules and ticketing information. You will arrive at Union Station, only a five minute cab ride to the Hyatt Hotel on Wacker.

Highlights in Chicago

Sessions are out at Navy Pier, a tourist destination in itself. I will be officiating the Third General Session on Monday, as the incoming President in January 2010. Illinois ASBO has planned the most fabulous hospitality yet—a night at the Field Museum (look for Ben Stiller and stalking dino's). If you've never been there, that in itself is worth the trip! Arizona and Ohio are teaming up for a night at the House of Blues with Jake and Elwood on Sunday night. Iowa and Colorado have a nice party planned for Saturday night prior to the Field Museum. All this, plus unparalleled professional development.

Dr. Bambi Statz will be presenting two sessions in Chicago:

- Oct. 24th, 1:45-2:45 pm, Room 304: **School Business Management Certification: What does it mean to you?**
- Oct. 25th, 1:00-2:00 pm, Room 325-326: **School Business Management Certification: We need your input!**

I will be making a presentation on Saturday, Oct. 24th, 11:00 am-12:00 pm: **What is Your Organization's Big Hairy Audacious Goal? Finding Solutions to the Problems Schools Face Today.** This session will interpret Jim Collin's work on **Good to Great** as applied to education. This has been a work in progress for two years.

Orlando

The newly formatted **Executive Leadership Forum** is taking place February 4-6, 2010 at Disney's Animal Kingdom in Orlando, Florida. There are limited spaces available, so register early. The Disney Institute is running several sessions for us concerning customer service and efficiency topics. In addition, we have Tim Waters from McRel (Midcontinent Research for Education and Learning) presenting on **School Business Leadership that Works.** Leonard Greenberger will also keynote with **Communicating When Concern is High and Trust is Low.** What a great opportunity to escape winter, and hone your leadership skills! I will preside over this wonderful event.

September 2010 will again bring us to Orlando for the 100th year anniversary of ASBO, where I will preside over the 100th year of ASBO's Centennial celebration. We did it Wisconsin!

ASBO Membership

Wisconsin has lost ASBO members. I am asking each of you to consider joining ASBO at this time. \$190 is a lot of money these days with budgets squeaking. However, you really can't afford not to participate in ASBO International! ASBO delivers the professional development you need to your desktop through daily updates,

webinars, a best practice resource center, magazines, e-mail updates, and, of course, our premier annual conference and executive leadership forum. Consider joining an ASBO committee and being part of the growing corps of educational leaders. ASBO will give you international exposure as well, with our growing number of international members. Come on board!

Message of Hope

We heard a message of hope amongst the growing realities of managing education for the next few years. Our keynoter at the WASBO Fall Conference said. *"If we don't have hope, FAKE IT! If we are not happy, FAKE IT!"* This struck me as relevant. It is hard to be hopeful, with all that is coming at us today, the shrinking resources, financially stretched communities, and the always growing needs to serve. Add to that angry taxpayers, unions stuck in their old ways, and skyrocketing costs. This is a time to at least look hopeful about the future, as our students, parents and communities are looking to us to get them through this. Education is going to be reworked, reinvented, and reformed. This is exciting! We can either be a part of that, or have it done to us. We need to lead our schools, not just manage them. We must understand where it is we need education to be going. ASBO and WASBO will help you through this. Promise!

**"We are all in the gutter,
but some of us are looking
at the stars."**

*Oscar Wilde
(Irish Poet, Novelist,
Dramatist and Critic,
1854-1900)*

Who's Minding the Store?

Continued from page 7

of winning the award.

The administration has also said it is committed to transparency in the awarding and distribution of ARRA funds. The Web portal at www.recovery.gov was designed so any individual, public or private, can see how much the government is spending, who or what it is being spent on, and the impact on

job creation.

The impact of ARRA on the economy has yet to be fully realized, but its impact on government accountability is already clear. That's good news for the taxpayers who foot the bill, and for those who will benefit from ARRA spending. It is also clear those charged with stewardship of ARRA funds must

make sure appropriate controls and accounting is provided based on the increased scrutiny ARRA funds will receive.

To find out how Clifton Gunderson can assist you in accounting for ARRA funds, contact Renee Messing in our Milwaukee, Wisconsin office at Renee.Messing@cliftoncpa.com or 414-476-1880 or visit www.cliftoncpa.com.

Are you looking for a way to reach the people who make the purchasing decisions for Wisconsin's schools. WASBO can help!

Here are just a few of the opportunities available to WASBO's Service Affiliate Members:

Sponsorship at upcoming conferences such as the Midwest Facility Masters Conference.

Advertise in the WASBO Newsletter

Write an informational article for the WASBO Newsletter

Submit a presentation proposal for upcoming seminars and conferences

Join a **WASBO Committee**

Attend a Seminar or Conference to Network

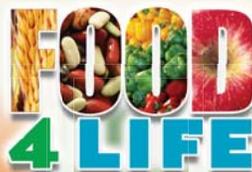
Contact the WASBO Office for more information on any of these opportunities!

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You can increase your organization's capacity to operate during and following a disaster by asking your employees to get prepared. In addition to the checklists, forms and disaster information available from ReadyWisconsin, citizens can use interactive online tools to generate their plans.

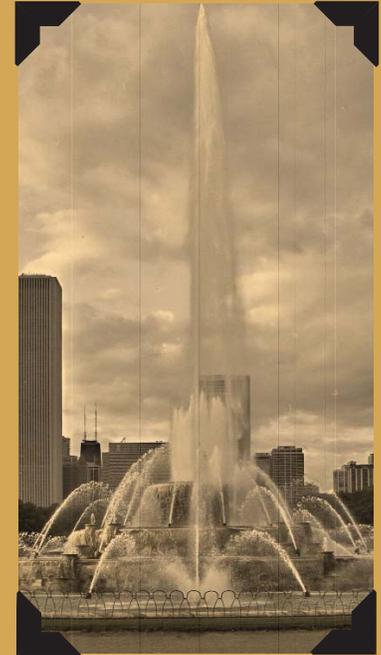
Please tell your employees about these resources and encourage them to be ready.



- ReadyWisconsin
<http://ReadyWisconsin.wi.gov>
- ReadyAmerica
<http://ready.adcouncil.org/beprepared/fep/index.jsp>

For daily preparedness messages and valuable links to additional resources, we invite you to join our Facebook community at <http://www.facebook.com/pages/Madison-WI/ReadyWisconsin/136323011443?ref=nf>.

For additional information, contact Susan Burleigh at ReadyWisconsin: susan.burleigh@wisconsin.gov, 608-242-3324.



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HIPAA Interim Final Regulations

Security Breach Notification Rules

Prepared by Key Benefit Concepts, LLC

Introduction

The American Recovery and Reinvestment Act (ARRA) in February 2009 included a section called the Health Information Technology for Economic and Clinical Health Act (the HITECH Act). The HITECH Act focuses upon identifying and notifying individuals if their protected health information (PHI) is breached. The Act included changes to HIPAA Privacy and Security Rules. KBC issued a bulletin in April outlining the elements in the Act. However, we have been waiting for the Department of Health and Human Services (HHS) to issue regulations pertaining to the HIPAA changes.

On August 24, 2009, HHS issued interim final rules on HIPAA's new security breach notification requirements. This bulletin outlines the items in the rules and the required effective dates of compliance.

Definitions

Breach is the unauthorized acquisition, access, use or disclosure of PHI which poses a significant risk of financial, reputational or other harm to the individual. A Covered Entity is responsible for performing a risk assessment each time it is discovered that unsecured data was at risk.

Business Associate means a person who performs functions or activities on behalf of, or certain services for, a Covered Entity that involves the use or disclosure of individual identifiable health information.

Covered Entity is a health plan, health care clearinghouse, or health care provider that transmits any health information electronically in connection with a covered transaction.

Protected Health Information (PHI) is individually identifiable health information held or transmitted in any form or medium by these HIPAA Covered Entities and Business Associates, subject to certain limitations.

Secured data is information data encrypted under specific standards adopted by the National Institute of Standards and Technology (NIST) or completely destroyed such that it cannot be retrieved or reconstructed again.

Unsecured data, therefore, is data that does not meet the guidelines to be secured.

Breaches and Notifications

A breach occurs when the data is acquired, accessed, used or disclosed in an unauthorized manner that compromises the security or privacy of the PHI. Each time this occurs, the Covered Entity must be notified. It is the Covered Entity's responsibility to perform a risk assessment to identify the risk of financial, reputational or other harm to the individual.

There are four (4) exceptions to the breach:

- If there is a breach of secured PHI (note definition of secured above);
- Unintentional acquisition, access or use of PHI by employee or individual acting under authority of the Plan (Covered Entity) or B.A.;
- Inadvertent disclosure of PHI from one authorized person to another authorized person;
- Unauthorized disclosure in which the unauthorized person is not reasonably able to retain the information.

A breach is "discovered" as of the first day that it is known (or reasonably should have been known) to the Covered Entity or Business Associate. If the breach is by the Business Associate of a Covered Entity, the B.A. must notify the Covered Entity.

A notice of the breach must be provided without unreasonable delay, and within 60 days of such discovery. The Act requires Covered Entities to provide notification to:

- The affected individuals
- The Secretary of Health and Human Services (HHS)*
- The media, when the breach is reasonably believed to affect 500 individuals that are residents of a state or jurisdiction. Determination of appropriate media outlets will be determined by the geographic area.

*Notice to HHS is required immediately if the breach involves more than 500 individuals. For all other breaches, Covered Entity must maintain a log and make annual notice to HHS.

NOTE: If there is urgency due to the potential use of the PHI, the individual can be notified by telephone or other means in addition to the written notice.

The Act requires the Secretary of HHS to post on the HHS website a list of the Covered Entities that experience breaches of unsecured PHI involving more than 500 individuals.

The Notice of Breach must be written in plain language and, at minimum, provide a brief description of the breach, including:

- Dates
- Type of unsecured PHI (should not list actual PHI, i.e., social security number, but not actually

Continued on page 25

- give the number)
- Steps taken to protect the individual from harm
- Process taken by Covered Entity or B.A. to investigate incident, mitigate harm and protect from further breaches
- Contact information for individuals to ask questions or obtain additional information
- Explanation to individual regarding how the individual may protect themselves from further potential harm

NOTE: If health plan information is on the website, include a copy of the notice on the site.

Document Updates

It is clear that Covered Entities (and Business Associates) must have developed written policies and procedures regarding HIPAA practices. Further, it is imperative that there is written documentation of the risk assessments, notices, employee training, agreements and compliance logs and other requirements. Those without written policies must act quickly to become compliant. Those with current policies must update these practices and employee training.

Specific areas requiring updates:

- Business Associate Agreements
- Employee Privacy Notifications
- Risk Assessments
- Complaint Procedures
- PHI (and breach) logs
- Employee Training

Previously, HIPAA regulations applied “indirectly” through the Business Associate (B.A.) agreement. Now some of the Privacy and Security Rules apply directly to the B.A. This information must be contained in the B.A. Agreement.

Business associates (both employers and insurance companies/agencies) will need to review these rules, evaluate

current processes and consider adoption of new protections and procedures for compliance.

Documentation is essential. Without documentation, there is no evidence that it was reviewed or any considerations were made. Note: B.A.s must appoint a security official.

Updated B.A. Agreement verbiage is now available and Covered Entities must initiate a new B.A. agreement or at minimum, an amendment to the existing agreement that includes the updated provisions.

Under current guidelines, PHI disclosures for payment, treatment and operations of the health plan do not require logging or disclosure to the individual. In the future, there may be additional restrictions on requests for PHI and particularly to electronic health records (EHR). There will be new access and disclosure accounting rules for EHR. Effective dates will vary from 2011 to 2014. It is unclear whether this will pertain solely to provider-created EHR or not.

Increase Penalties and Enforcement

In the past, there was no requirement for regular audits by the OCR within HHS (the agency charged with enforcing the HIPAA Privacy and Security rules). Investigations occurred only when there was a complaint. Now funds have been provided for periodic audits of Covered Entities and B.A.s to be conducted to ensure compliance with the rules. Therefore, documentation and adherence to guidelines are important.

The financial penalties have already increased significantly in February 2009. Current penalties are as follows:

- \$1,000 if due to “reasonable cause and not to willful neglect” (with a maximum penalty of \$50,000 per violation, \$1.5 million total);
- \$10,000 if a willful violation but is

corrected (subject to a \$50,000 maximum penalty per violation, \$1.5 million total); and

- \$50,000 if willful and not corrected (subject to a maximum penalty of \$1.5 million)

In addition to these new penalties, by August 2010, HHS is expected to provide a proposal addressing how individuals harmed may obtain a portion of the penalties. HHS regulations are expected to be issued by February 2012. Watch closely for changes in this area.

Security breach notification requirements are required, effective September 23, 2009. However, sanctions will not be imposed for 180 days (February 22, 2010). HHS has no authority to penalize Business Associates until February 18, 2010.

Actions to Take Now

- Review your current privacy and security process and procedures, particularly updating definitions, logs, complaint and risk assessment procedures;
- Review list of Business Associates. Update B.A. agreements and/or addendum to existing agreements;
- Secure B.A. agreements with every insurance company and/or insurance agent that has access to your Plan PHI and e-PHI;
- Re-evaluate your current firewalls and e-PHI encrypting methods. Determine if updates and/or new security safeguards are necessary;
- Review training and re-training of appropriate personnel;
- Watch for more changes to come.

For more information contact Key Benefit Concepts at 262-522-6415, www.keybenefits.com or info@keybenefits.com

Property Coverage: Insuring to Value is Critical

Article provided by Mark Sichterman, ARM, ARM-P, CRIS, Arthur J. Gallagher Risk Management Services, Inc.

Source: International Risk Management Institute, Inc., www.IRMI.com

One of the most critical areas of risk management that is easy to overlook is the selection of policy limits. It is said that more uninsured losses are caused by improper limits than by any other mistake.

Businesses might be tempted to understate property values during tight economic times as a way to lower insurance costs. This is a pretty bad idea, and the consequences can be more serious than you realize.

Property insurance policies generally include a **coinsurance provision**, requiring the insured to maintain insurance greater than or equal to a specified percent of the property's value (generally between 80 and 100%). The purpose of a coinsurance clause is to promote "insurance to value" by

penalizing the insured if proper values are not purchased. In the event of a loss, the following formula is used to determine the amount the insurer will pay:

$$\begin{aligned} &[\text{Value insured} \div \text{Value required}] \times \text{loss} \\ &= \text{recovery} \end{aligned}$$

The value required is the value of the property at the time of the loss, multiplied by the applicable coinsurance percentage. For example, if a business owns a building that has an insurable value of \$1 million, and buys property insurance with an 80% coinsurance clause, the business would have to buy a minimum of \$800,000 (\$1,000,000 x .80) for the building to avoid a coinsurance penalty. If the business purchases only \$600,000 of coverage and sustains a \$50,000 loss, the

recovery is limited to \$37,500, less any deductible, calculated as follows:

$$\begin{aligned} &[\$600,000 \div \$800,000] \times \$50,000 \\ &= \$37,500 \end{aligned}$$

Maintaining insurance to value is very important. Property should be appraised periodically to ensure that the amount of insurance maintained is adequate.



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What a Conference!

Continued from page 1

One hundred golfers participated in the WASBO Foundation Scholarship Golf Outing on Wednesday before the conference. We must note that there was NO RAIN! It was a beautiful day and at least 9 students will benefit from the \$17,500 in scholarships this event supports.

We would like to thank several people who helped make this a successful Fall Conference and Scholarship Golf Outing. The list includes the planning committee who put a great deal of thought and planning into the conference, our speakers who spent time planning their sessions and sharing their expertise, and finally, our sponsors, who without their support we could not offer a conference of this caliber.

We welcome your input and participation. Please take a few moments to complete your conference evaluation that was emailed to you. If you would like to participate on the 2010 Fall Conference Planning Committee please contact us.

Jennifer Buros burosjen@westby.k12.wi.us and Jill Collins jill.collins@brf.org



**“Just before
the death of
flowers,
And before
they are
buried in snow,
There comes a
festival season
When nature is
all aglow.”**
- Author
Unknown



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The sound of the school bus is
rumbling down the street.
The children are excited
about new friends to meet.
They hop on the bus and pick out a seat.
And say good-bye to summer,
with a feeling that's bittersweet.

Those at the District are
feeling that way too.
The kids are coming back, that's great,
but there's so much work to do.
Budgets to plan, meetings to set, getting permission to go to
the zoo...
And that OPEB study for post-employment benefits
needs to get done too.



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Educational Session Offerings

Register at www.WASBO.com

Thursday, November 12

9:00 am

Conference Welcome

9:30 - 10:20 am

- * BIM: What's the Big Buzz?
- * Community Use and Cost Recovery
- * Construction - How to Avoid Problems and What to Do If
- * EERE, ARRA and Other Sounds Made by SBO's Trying to Take Advantage of Energy Efficiency and Renewable Energy
- * MaintenanceDirect: Advanced
- * Safe Building Design
- * Specifying, Purchasing and Financing Options for Grounds Maintenance Equipment
- * Turf Maintenance for Baseball Fields

10:30 - 11:20 am

- * Creating and Evaluating a Green Cleaning Program
- * Incident Command System and the Titanic
- * Interaction with the Public and How to Sell Your Program
- * PMDirect
- * Preventative Pandemic
- * Policies and Precautions Before Bidding
- * Specifying, Purchasing and Financing Options for Grounds Maintenance Equipment.
- * Union Negotiation Tools

11:30 am - 5:30 pm

Exhibits Open

12:30 - 1:30 pm

Lunch with Exhibitors

1:30 - 2:20 pm

- * Athletic Field Equipment
- * How Can We Integrate Facility Improvements into the Classroom
- * How to Conduct an Effective Facility Study
- * Importance of Facility Management - Superintendent's Perspective
- * Life Safety and Building Codes
- * Rainwater: Solutions, Opportunities and Outdoor Learning
- * Referendum Procedures and Campaign Practices

2:30 - 3:20 pm

- * Benchmarking
- * BIM: Potential and Current Practice
- * Exterior Building Envelope Maintenance
- * New School Construction: Conceptual Design
- * Playground Safety and Maintenance
- * Safety, Security, and Environmental Sensitivity in Planning and Maintaining Grounds
- * Solar Hot Water Applications for Schools
- * Specifying Vehicles for School Districts and Alternative Financing Options

3:30 - 4:20 pm

- * Custodial Staffing Levels
- * How Safe Are Your Buildings and Do They Help Your Kids Learn?
- * Integrated Design and Your Payback Choices
- * LED Lighting Updates and Viable Technologies
- * Making Use of Data for Effective Presentations
- * Renewable Energy and Energy Efficiency Strategies for Public Facilities
- * Solar Hot Water Applications for Schools
- * Specifying Vehicles for School Districts and Alternative Financing Options

4:20 - 5:30 pm

Social Networking in Exhibits

8:00 - 11:00 pm

Friends of the Dude Event

Friday, November 13

8:13 - 9:13 am

Full Breakfast with Program "Who Are Our Customers?"

9:23 - 10:13 am

- * Access Control and Communication Part 1
- * Athletic Field Equipment
- * Capital Planning
- * Custodial Supervision and Evaluation
- * EERE, ARRA and Other Sounds Made by SBO's Trying to Take Advantage of Energy Efficiency & Renewable Energy
- * Legal Aspects of Construction Projects
- * Saving Energy Dollars Without Investing Capital Dollars
- * The True Cost of Deferred Maintenance

10:23 - 11:13 am

- * Access Control and Communication Part 2
- * Alternative Energy Vehicles for Your School District
- * FSDirect: Advanced
- * Your Future Energy Bill
- * Understanding and Communicating Facilities Studies
- * Union Picketing and The Reserve Gate Process
- * Update on Wind Turbines for K12
- * Winning the Funding and Staffing War

11:23 am - 12:13 pm

- * Alternative Energy Vehicles for Your School District
- * Green Cleaning
- * How to Fund Your Maintenance Projects Without Going to Referendum
- * Integration
- * Retro-Commissioning and LEED-EB
- * Session by Illinois ASBO Facilities Committee
- * Tight Budgets + Facility Troubles=Opportunity to Solve, Save, Excel and Improve Sustainability of School

12:13 - 13:13 pm

Conference Wrap Up, Q&A and Grab 'n Go Snacks and Beverages



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| ♦ <i>Transportation & Bus Safety Workshop</i> | <i>Wisconsin Dells</i> | <i>March 10, 2010</i> |
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December 1 General Session

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- Preparing to Bargain
- Bargaining - Settlement or Impasse
- Mediation/Arbitration

Bring your administrative team! Find out how you can work together to make the process more successful!



December 2 Breakout Sessions

- How to Protect the Fund Balance
- Where Did You Go? QEO Costing?
- Using a Five-Year Budget Plan in the Context of Bargaining
- Building Collaboration in the Face of Conflict
- Understand and Play the PR Game in Bargaining
- Job Actions

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Details of the New Law

What you Can and Cannot Do

Ways to Protect Your District's Resources

How to Build Relationships with Bargaining Groups and the Community

Budgeting Tips During Uncertain Times and Costing Suggestions

Understand the Life-cycle of Negotiations from Preparing to Bargain to Bargaining to Mediation/Arbitration

The Interaction of Bond Insurance and Credit Ratings

Article reprinted with permission from Standard & Poor's *RatingsDirect*, August 24, 2009

Standard & Poor's Ratings Services is publishing this article to help market participants better understand its methodology regarding the interaction of bond insurance and credit ratings. This article is related to our criteria articles "Principles Of Corporate And Government Ratings," which Standard & Poor's published on June 26, 2007 and "Principles-Based Rating Methodology For Global Structured Finance Securities," which Standard & Poor's published on May 29, 2007.

Scope of the Criteria

Standard & Poor's is publishing this criteria article to summarize and clarify its methodology for rating issues that have credit enhancement in the form of bond insurance. These criteria apply to all sectors.

Methodology

In general, the rating on an issue that has credit enhancement in the form of bond insurance will be the higher of the rating on the insurance company providing the enhancement, and, if rated, that of the underlying obligation. Standard & Poor's provides, upon request, a Standard & Poor's underlying rating (SPUR), which addresses the creditworthiness of the underlying entity or obligation (i.e., without considering the potential credit enhancement from bond insurance).

Frequently Asked Questions

What is bond insurance?

Bond insurance is a financial commitment by a bond insurance company to make the scheduled principal and interest payments on a bond if the obligor does not. Insurance on a new issue is typically obtained by the issuer with the expectation that the interest rate on the insured bonds will

be lower than if they were not insured. Bondholders can also obtain insurance in the secondary market.

What is credit enhancement?

Credit enhancement generally refers to a financial instrument or structural feature of a transaction that enables the obligation to be rated higher than the creditworthiness of the obligor (or underlying assets). Letters of credit, reserve accounts, over collateralization, and bond insurance are all viewed as forms of credit enhancement. Credit enhancement generally operates to absorb all or a portion of credit losses in a transaction, thereby increasing protection for the holders of rated "credit-enhanced" securities.

What is an issue rating?

A Standard & Poor's issue credit rating is a current opinion of the creditworthiness of an obligor with respect to a specific financial obligation, a specific class of financial obligations, or a specific financial program. It takes into consideration the creditworthiness of guarantors, insurers, or other forms of credit enhancement on the obligation.

What is a SPUR?

A SPUR expresses our opinion of the stand-alone creditworthiness of the obligation, the stand-alone capacity to pay debt service on an insured debt issue in accordance with its terms, without taking into account the enhancement that may reduce default risk. Upon request of the issuer, Standard & Poor's will publish a SPUR on an insured bond issue. A SPUR is the same as an issue rating, simply without enhancement. The SPUR is assigned and surveilled in the same manner as an unenhanced issue rating. Making more SPURs publicly available is one

of several steps Standard & Poor's is taking to provide greater transparency.

What are the interactions between these ratings?

When we have assigned a SPUR, the issue credit rating on a fully insured bond issue is the higher of the bond insurance provider's rating or the SPUR. For example, an issue, with a SPUR of 'BBB+', would be rated 'A' based on the support of an 'A' rated bond insurer. If the bond insurer's rating was lowered to 'A-', then the issue rating would also be lowered to 'A-'. But if the bond insurer's rating was lowered to, say, 'BBB-', while the SPUR remained 'BBB+', then the issue would be lowered only to 'BBB+', because the underlying creditworthiness of the obligor or obligation is higher than the bond insurer's. Note that the SPUR remains in place regardless of what happens to the bond insurer's rating and is subject to surveillance by Standard & Poor's. If the bond insurer's rating and the SPUR are the same, the issue outlook or CreditWatch status is assigned based on our assessment of the possible outcomes for the issue rating. For example, a stable outlook on the SPUR and a developing outlook on the bond insurer would result, if both are rated the same, in a positive outlook on the issue.

When are SPURs withdrawn?

Like other ratings, if we no longer receive adequate information to maintain surveillance on the underlying obligation, Standard & Poor's withdraws the SPUR. In such a case, our practice is to rate the issue based solely on the bond insurance--at the then current rating of the bond insurer, except as noted below, in the section "What consequences does a bond insurer

Continued on page 34



Welcome New Members

- **Mike Butler**, Student
- **Stephen Casari**, Maintenance Supervisor, Weyauwega Fremont
- **Jaimie Charon**, Asst Vice President, Bank Mutual
- **Faith Crampton**, Associate Professor, UW Milwaukee
- **Sue Crockett**, Director of U. S. Operations, MyBudgetFile.com
- **Jennifer Danfield**, Attendance/Transportation Secretary, Appleton Area School District
- **Damon Dorsey**, Student
- **Jason Dummert**, , AXA Advisors, LLC
- **Jeffrey Eisenhut**, Account Manager, Trane-Wisconsin
- **Dean Hawkinson**, Senior Associate, DLR Group
- **Todd Heath**, President, The Telephone Company
- **Scott Hoffman**, Operations Supervisor, Muskego Norway High School
- **Tom Jens**, General Maintenance Supervisor, Appleton Area School District
- **Jeremiah Johnson**, Bay Lane Middle School (Muskego Norway SD)
- **Ranei Johnson Scholler**, Student
- **Jeff Lund**, Director of Buildings and Grounds and Safety Coordinator, Parkview School District
- **Steve Lyons**, Manager Public Relations, WEA Trust
- **Timothy McCarty**, University of Wisconsin - Madison
- **Kristin Melin**, Student
- **Scot Meyer**, Teacher, Watertown Unified School District
- **Adam Miller**, Muskego Norway High School
- **Kerri Minett**, Administrative Office Manager, Wonewoc-Center Schools
- **Al Mollerskov**, Principal, Union Grove High School
- **Danita Muller**, HS Business Teacher, Wonewoc-Center Schools
- **Cory Nugent**, Student
- **Terry Poulter**, Building and Grounds Sup., Barron Area Schools
- **Annie Schubert**, Customer Development, TC Networks
- **Steven Sedlmayr**, Superintendent, Alma
- **Tony Sjolander**, DLR Group
- **Tim Stellmacher**, Student
- **Robert Vajgrt**, Senior Project Manager, Eppstein Uhen Architects
- **Andrew Vengrin**, Engineer 1, Superior School District
- **Tom Walters**, Student--WWTC
- **William Wiedner**, President, Alliance Partners, LLC
- **Daryl Zaremba**, Sales Engineer, Vesta Technologies

ASBO 5 Year Anniversary in October 2009

- **Scott DeYoung**, Poyette, SD
- **Chad Smurawa**, River Falls SD

ASBO 10 Year Anniversary in October 2009

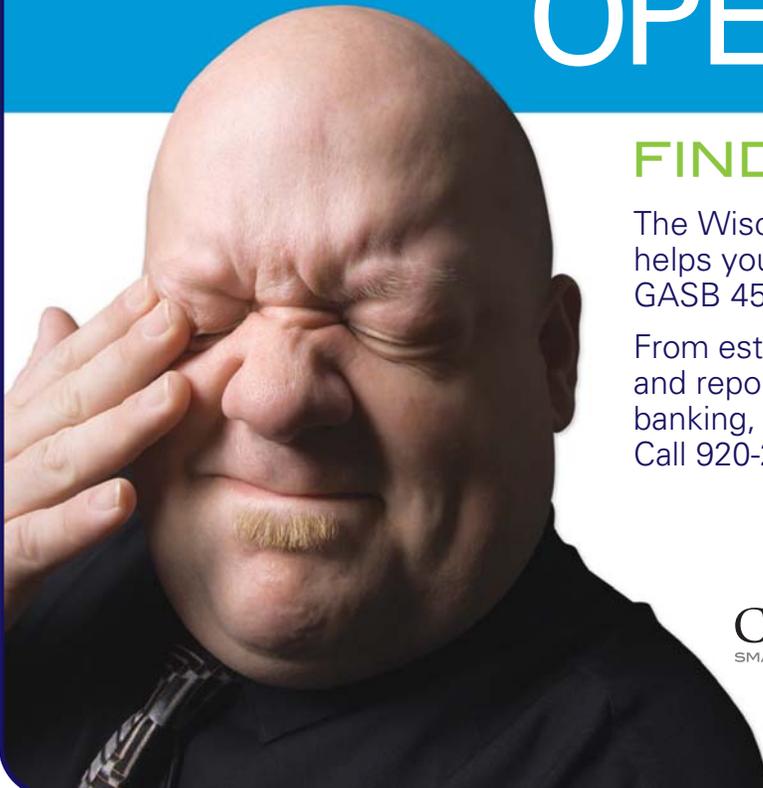
- **Donna Williams**, Madison Metropolitan SD



“Autumn is a second spring where every leaf is a flower.”

Albert Camus

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downgrade have on an obligation that does not have a SPUR?"

What are the consequences of a bond insurer downgrade on an obligation that has a confidential SPUR?

In the event that we lower the rating on a bond insurer to a level below the confidential SPUR on a corporate or government obligation, then, Standard & Poor's will likely suspend or withdraw the issue rating, unless the issuer requests the SPUR to be made public, in which case paragraph 12, "What are the interactions between these ratings?," would apply. The rating is withdrawn or suspended because it no longer reflects our opinion of the issue's credit quality.

Historically, Standard & Poor's public SPURs were not requested for most fully bond insured structured finance issues. However, typically we maintain a SPUR on the obligation for purposes of determining capital charges for the bond insurer. We generally do not publish these SPURs unless specifically requested to do so by the issuer or the bond insurer. However, if the bond insurer's rating falls below the level of the SPUR, Standard & Poor's practice has been to lower the structured finance issue rating to the level of the SPUR.

What consequences does a bond insurer downgrade have on an obligation that does not have a SPUR?

The answer to this question depends on Standard & Poor's general assessment of credit quality within a given sector. The issue rating on a transaction without a SPUR will reflect that of the relevant bond insurer, until the bond insurer's rating declines below a given level whereby we no longer regard the bond insurer rating as reflective of credit quality of the obligation. At this point,

the issue rating would be suspended or withdrawn.

For example, in the case of public finance, we generally suspend or withdraw ratings on bond insured transactions that do not have a SPUR if the relevant bond insurer's rating is lowered below 'BBB-'. This is because we generally assess credit quality as 'BBB-' or higher for the underlying entities/obligations in this sector. However, in the case of other sectors, including structured finance, we generally suspend or withdraw ratings on bond insured transactions that do not have a SPUR if the relevant bond insurer's rating is lowered below 'B+'. This is because we expect there may be many transactions in these sectors with underlying creditworthiness below 'BBB-'.

Does the lowering of the insured rating have any impact on the SPUR?

In most cases, the SPUR and the bond-insured issue rating operate independently of each other. That

said, there may be some effect on the SPUR as a result of the downgrade of a bond insurer in cases where the downgrade may have adverse credit consequences for the underlying entity and/or transaction, for example, by triggering a risk premium payable on the entity hitting certain performance covenants. Standard & Poor's will assess the potential effect of a bond insurer downgrade on an entity's SPUR depending on relevant provisions in the issue's

documentation.

Related Research

These criteria represent the specific application of fundamental principles that define credit risk and ratings opinions. Their use is determined by issuer- or issue-specific attributes as well as Standard & Poor's Ratings Services' assessment of the credit and, if applicable, structural risks for a given issuer or issue rating. Methodology and assumptions may change from time to time as a result of market and economic conditions, issuer- or issue-specific factors, or new empirical evidence that would affect our credit judgment.

Article provided to WASBO by Sarah Eubanks, Managing Director Chicago Office Head Standard & Poor's 312-233-7039 sarah_eubanks@sandp.com

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2010 WASBO SPRING CONFERENCE CALL FOR PRESENTATIONS

THE 2010 WASBO FOUNDATION SPRING CONFERENCE AND EXHIBITS
MAY 25-28, 2010
KALAHARI RESORT & CONFERENCE CENTER - WISCONSIN DELLS, WI
CONFERENCE THEME: "GREEN"

THE WASBO SPRING CONFERENCE PLANNING COMMITTEE IS SEEKING PRESENTATIONS FOR THE 2010 SPRING CONFERENCE. SESSIONS ARE 50 MINUTES IN LENGTH. SPEAKERS ARE EXPECTED TO PROVIDE THEIR HANDOUTS BY APRIL 30TH TO BE INCLUDED ON HANDOUT FLASH DRIVE. ALL SESSIONS WILL BE PROVIDED WITH A SCREEN AND PROJECTOR. SPEAKERS ARE ASKED TO BRING THEIR OWN LAPTOPS.

CRITERIA FOR SELECTION MAY INCLUDE BUT IS NOT LIMITED TO:

PERTINENCE TO SCHOOL BUSINESS MANAGEMENT
INFORMATIONAL AND EDUCATIONAL
NEW OR INNOVATIVE
CORRELATION TO CONFERENCE THEME



TO BE CONSIDERED PRESENTATIONS MUST BE SUBMITTED BY OCTOBER 30, 2009

SEND TO:

WASBO FOUNDATION
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PHONE (608) 249-8588 FAX (608) 249-3163 WASBO@WASBO.COM

INCLUDE WITH YOUR SUBMISSION:

SESSION TITLE
SESSION DESCRIPTION SUITABLE TO PRINT IN PROMOTIONAL MATERIALS
ANY SUPPORTING MATERIALS OR POSSIBLE HANDOUTS
SPEAKER NAME, CONTACT INFORMATION AND BIOGRAPHY (PICTURE IF AVAILABLE)

YOU ARE ENCOURAGED TO SUBMIT YOUR MATERIALS ELECTRONICALLY.





Spring Conference Planning Committee at Work

The Spring Conference Planning Committee met October 8th at the Kalahari in Wisconsin Dells to dig into planning for the 2010 conference. A **Green** theme was chosen for the conference so look for sessions, exhibits and more to grow out of the Green theme.

As part of the conference, the committee hopes to include a community service project as another option for attendees to benefit others on Wednesday. They will look for an area park that needs clean up or another project that gives back to the community and enhances the environment.

Wednesday evening's networking reception will incorporate a "Family Game Night" theme. More details to follow!

Thursday night we will take advantage of the resources of the Kalahari.

Attendees are encouraged to be more "green" by staying on site for dinner and then joining their colleagues at the new Indoor Theme Park. The theme park offers bowling, climbing wall, mini golf, laser tag, ropes course and more! There is something for everyone.

The committee is seeking session and speaker ideas. If you have a session in mind that your peers could benefit from please see page 35. Additionally, they are looking for local student music groups to precede the general session on Thursday and the Business Meeting on Friday. Contact Sue Schnorr (schnorrs@fonddulac.k12.wi.us) if you have a group in your district you want the committee to consider.

Mark your calendars to be in Wisconsin Dells May 25-28, 2010 for this annual professional development opportunity!

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Where Are They Now?

Jeff Walker, Black River Falls to Middleton-Cross Plains; Mark Powell, Cedarburg to Round Lake, IL; Twila Sikkink, Unity to Amery.

Retirements

Congratulations to Rich Chapman, ARAMARK; Ron Erdmann, Weyauwega-Fremont.

Obituaries

Bruno D. Ippolite, Eau Claire, 81, passed away October 2, 2009. George Anderson, Fond du Lac, passed away October 8, 2009. George served on the WASBO Board of Directors from 2000-2003.

Regional Meetings

WASBO Regionals have had a variety of interesting topics on their agendas this past month. The following is just an example of what is being discussed. Be sure to attend your next Regional meeting because there is a wealth of information available from your colleagues.

1. Provide input for ESEA reauthorization
2. Budget and tax surveys
3. Short-term borrowing and investing
4. Energy revenue limit exemption
5. Net levy and school levy credits
6. Disaster and flu preparedness
7. After school snack programs
8. Indirect costs
9. Green practices
10. ARRA reporting
11. FMLA
12. DPI Records Retention Document
13. Non-union compensation package increases and health insurance increases in the package.
14. Referendum procedures with a consultant
15. NSF check procedures
16. Legislation passed for 2009-11
17. Teacher and support staff settlements
18. Cash flow
19. Transportation contracts
20. OPEB solutions

WASBO/WASPA School Personnel Academy: Is There Life After the QEO - Negotiation Strategies for Wisconsin School Districts

WASBO and WASPA are collaborating to deliver a two-day seminar on December 1-2, 2009 at the Radisson Hotel and Conference Center in Madison. Recognized experts from legal firms, WERC, WEAC, DPI, WASBO, WASPA and financial firms will discuss the implications of "Life after the QEO". The first day will have general sessions where we compare and contrast the old and new law through the life cycle of negotiating. The second day will provide two options for attendees:

1. The nuts and bolts of budgeting, fund balance and costing in this new scenario.
2. Building collaboration, PR and how to handle job actions will be covered in the second option.

WASBO Audit for 2008-09

The Audit was reviewed by the WASBO Board at its September meeting. You can find audit details under the minutes posted on the WASBO web site. The fund balance increased by \$41,277, which provides for implementing future goals and replacing fixed assets.

DPI Launches Free Resource Wisconsin Medication On-Line Training Course

More and more of our students are requiring medication to be administered at school to safely participate and remove the barriers to learning. The program contains three courses divided into 20 units of information on medication administration. Each of the units provides information and an assessment quiz taking approximately 5-10 minutes to complete. At the end of each course, the participant will receive a certification that the course was successfully completed.

Course 1 provides information regarding basic medication administration best practices, Wisconsin statutes, and oral medication administration techniques. All school districts are eligible to take this course. Participants should take the certification to their administrator or school nurse to complete the skill training and observation portion of the medication administration training. Medication courses 2 & 3 teach advanced medication administration information and techniques requiring a school nurse to provide additional physical skill training and observation. Participants in courses 2 and 3 will be asked

ASBO Environmental Resource Center

(<http://asbointl.org/index.asp?bid=7987>) Make sure your district provides healthy learning environments for students and staff. This resource center provides information about Indoor Air Quality, Green practices and energy savings programs. ASBO can help you work to meeting EPA standards and receive awards and recognition from the EPA for providing appropriate learning environments. Erin Green and Greendale School District can help get you started. The contact person at ASBO is John Gayetsky, GPA1@columbus.rr.com.

Hudson School Awarded LEED® Gold

River Crest Elementary School in Hudson, WI, was recently awarded the designation of Leadership in Energy and Environmental Design (LEED) Gold. This designation was delivered from the United States Green Building Council (USGBC), the nation's foremost authority on green buildings. The highly-sustainable and eco-friendly school was designed and built by WASBO Service Affiliate Hoffman LLC.

to provide their school nurse name and email address. After the participant enrolls in these courses, the school nurse will be notified and participants are asked to give their completed certificate to the school nurse to complete their skill training and observation.

The Wisconsin Medication On-Line Training Program provides the on-line training course, sample medication logs, authorization forms, skill checklists, and question and answer documents regarding the Wisconsin Medication Administration Statute and the Wisconsin Nurse Practice Act.

The following links will take you to: Medication On-Line Training Course website <http://www.wisconsinschoolmeds.com>

Medication On-Line Training Course webcast <http://media2.wi.gov/DPI/Viewer/?peid=59845e40-c366-4fe0-bfab-f9ed21b7a54>

For questions or concerns contact: Rachel Gallagher, R.N., M.S., C.P.N.P., Department of Public Instruction, School Nurse Consultant (608) 266-8857

Making a Difference

in the lives of those who make a difference



*Lori Blakeslee & daughter Grace
Health Plan Members, Green Bay*

“For Grace, having the Kids in Control Program wasn’t just a feel-good thing. It truly has made a difference. It has kept us from having expensive emergency room visits. It has kept us from having long hospital stays. It’s by providing members with the education they need to take better care of themselves, they are able to help reduce our overall health insurance costs. And that’s a difference you’re not going to really find anywhere else.”



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WASBO Calendar

Professional Development
Register at www.WASBO.com

October 23-26, 2009

ASBO International's 95th Annual Meeting & Exhibits
The Navy Pier, Chicago, IL (Viterbo Credit Offered)

November 12-13, 2009

Midwest Facility Masters Conference
Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

December 1-2, 2009

WASBO/WASPA - Is There Life After the QEO?
Negotiation Strategies for Wisconsin School Districts
Madison, Radisson Hotel (Viterbo Credit Offered)

January 19-22, 2010

WASB-WASDA-WASBO State Education Convention
Milwaukee (Viterbo Credit Offered)

March 9-10, 2010

WASBO Facilities Management Conference
Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

March 10, 2010

WASBO Transportation & Bus Safety Workshop
Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

March 24-25, 2010

WASBO Accounting Seminar
Chula Vista Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

May 25-28, 2010

WASBO Spring Conference & Exhibits
Kalahari Resort & Conference Center, Wisconsin Dells
(Viterbo Credit Offered)

June 23, 2010

WASBO Custodial & Maintenance Conference
Wausau East High School

July 14, 2010

WASBO Custodial & Maintenance Conference
Nature Hill Intermediate School, Oconomowoc

Regionals

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

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

December 11, 2009 5th Quarter-Little Chute (Joint Meeting with Northeast Regional)
February 12, 2010 DePere - with Legislators (Joint Meeting with Northeast Regional)
May 14, 2010 Kewaunee (Tentative)

Madison Area

Meetings will be held the first Friday of the month and begin at 9:00 a.m.

November 6, 2009 Marshall
December 4, 2009 Monona Grove
February 5, 2010 Sun Prairie
March 5, 2010 DeForest
April 2, 2010 Sun Prairie

Northeast

December 11 - Joint meeting with BAMBAs - Fifth Quarter (Little Chute)
February 12 - Joint Meeting with BAMBAs - De Pere School District
April 9 - Fond Du Lac School District Office
May 14 - Manitowoc School District Office

Northwest

- Meetings are usually held the 2nd Wednesday of month beginning at 10 a.m. except July, August and January at Lehman's Supper Club in Rice Lake. Dates may be subject to change.

November 4, 2009, December 2, 2009, February 3, 2010, March 3, 2010, April 7, 2010, June 2, 2010

Southeast

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

November 13, 2009 - Port Washington-Saukville
December 11, 2009 - Whitnall
February 12, 2010 - Arrowhead
April 16, 2010 - Hamilton-Sussex

Southwest

- All meetings will be held at the CESA #3 office in Fennimore.
October 21, 2009



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

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

November 5, 2009, December 3, 2009, January 7, 2010, February 4, 2010, March 4, 2010, April 1, 2010, May 6, 2010, June 3, 2010

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

November 13, 2009 Mosinee
December 11, 2009 Stevens Point
February 12, 2010 D.C. Everest
New Laws Seminar
Auberdale/Stratford
March 12, 2010 Medford
April 9, 2010 Antigo
August 20, 2010

Committee Meetings

School Facilities Committee (Meetings held at the WASBO Office, Madison at 9:30 a.m.)

October 14, 2009 (10:00 a.m.)
January 12, 2010, April 13, 2010, August 3, 2010
October 12, 2010

Safety Committee

Oct. 14, 2009 (1:30 p.m.), WASBO Office, Madison

Spring Conference Committee

Dec. 4, 2009 (Time TBD), WASBO Office, Madison

Accounting Committee

October 28, 2009, Fond du Lac

Board of Directors Meetings

November 18, 2009 - Milwaukee PMA Office
December 16, 2009 - Madison, WASBO Office
February 17, 2010 - Madison, WASBO Office
April 21, 2010 - Chippewa Falls SD
June 16, 2010 - Nekoosa SD

Business Meetings

January 21, 2010 - Milwaukee, Joint Convention
May 28, 2010 - WI Dells, Spring Conference