



Taking Care of Business

Wisconsin Association of School Business Officials

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Sue Schnorr Receives Wallace E. Zastrow Award

Sue Schnorr, Executive Director of Business Services for the Oshkosh Area School District, was presented the Wallace E. Zastrow Award on May 12 during the WASBO Spring Conference.

Sue's nominations noted her "repeatedly demonstrating the application of empathy and fiscal knowledge to balance the necessities of the district while funding the needs of students." Sue has extensive experience working in school finance. Before working in Oshkosh, she assisted the Fond du Lac School District in passing a referendum, in addition to serving as a School Finance Consultant for the Wisconsin Department of Public Instruction.

Sue has been involved with WASBO for more than 30 years presenting at numerous conferences, serving as chair for the NEWASBO regional; participating on the SAA Legislative, Professional Development and Spring Conference Committees; and serving the entire membership on the Board of Directors and as President in 2001-02. Sue has been a mentor to several business managers and participates in several organizations in her church and community.



Sue Schnorr accepts the Zastrow Award from Chad Trowbridge, President of WISC (left) and WASBO President Pat Finnemore (right).

"The paradigm that Sue has established over her career as a Business Manager is the result of steadfast leadership, peer respect, and commitment to success."

In addition to the award, this honor carries with it two, \$750 scholarships awarded to graduating high school seniors in the Oshkosh Area School District, sponsored by CESA 10. 🇺🇸

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

~ John Quincy Adams



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Editor: Woody Wiedenhoef

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President's Message

A Big Round of Applause

By Patrick Finnemore, Director of Facilities, Kenosha School District; President, WASBO Board of Directors



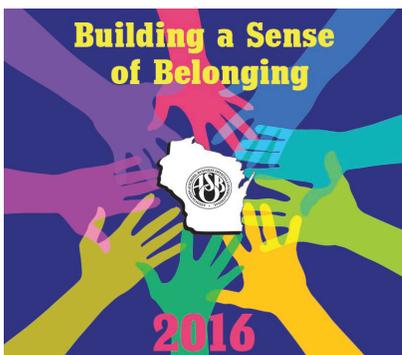
Thank you's are in order as I write my last article as president of the WASBO Board of Directors. I want to start by thanking everyone who participated in some way at the Spring Conference this year in La Crosse. It was an outstanding conference in so many ways, and that is a testament to the efforts of the Spring Conference Committee lead by Kathy Davis and Mike Koltes and our amazing WASBO staff whom I will talk about more later on. I can't think of one thing at the conference I would have done differently. From the little touches like naming the breakout rooms after our organizations past and present Executive Directors to the grand celebration of our 70th Anniversary, this conference was everything I hoped it would be and more. We also owe a great debt of gratitude to all of the sponsors of the various aspects of the conference. The conference would be a shell of itself without the presence, energy, and financial resources our Service Affiliates provide to our organization. I loved the fact that almost all of the vendors in the exhibit hall came to the luncheon on Thursday and added to the moment as we recognized Woody for his 10 years of excellent service as our Executive Director. To have a full house, standing room only crowd for that lunch was awesome to see from the stage, and it really meant a lot to me and I know it did to Woody as well. I really hope our Service Affiliates know how much we appreciate their involvement in WASBO and our conferences!

The 70th Anniversary Celebration was a great time, and I was really happy that so many of you were able to join in the fun. It was another full house as we squeezed every table we could into the Cargill Room to accommodate everyone. The dinner was excellent, and the stories and remarks from our Past-Presidents and the fireworks afterwards made it a memorable evening. The oftentimes humorous and heart-felt stories by our past leaders provided an excellent example of why our organization

is so great. All of us can hope to have the energy and story-telling abilities of Don Siegfried when we are in our 90's, and Mike Garty gave us a different visual of Don as he told the story of how Don became known as "The Compacter." A lot of people should be thanked for making that evening what it was, but I will start and stop with one person and that is the lovely and talented Jeanne Deimund. Jeanne was the conductor for this event and there were a lot of moving parts associated with the planning and then the execution; her efforts made what could have been chaos seem polished and refined. Everyone reading this knows Jeanne because she makes such an effort to get to know everyone in the organization. She has made my year as President about as painless as it could possibly be through her selfless and enthusiastic support. She is truly a special person and a real gift to all of us in the WASBO family!

I would like to say a few words about the WASBO scholarship program for those who may have missed that portion of the lunch on Thursday at the conference. The scholarship program began in 1998 with a single scholarship for \$1,000. We now provide over \$21,000 in scholarships annually to 8 Wisconsin high school seniors and one graduate student seeking certification in school business management in Wisconsin. We have some awesome sponsors that make these scholarships possible. Our scholarship sponsors are: EMC Insurance Companies, Stalker Sports Floors, SchoolDude, BMO Harris Bank, Providence Capital Network, National Insurance Services, Miron Construction, United Healthcare, CESA 10, and Performance Services. These ten companies and organizations are helping us make a big difference in the lives of several families each year, and I don't think we can thank them enough for their generosity. I am not sure if everyone knows this, but

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Reflections and Thanks

By Woody Wiedenhoef, Executive Director, WASBO



As Pat Finnemore so eloquently pointed out, the WASBO Spring Conference was a success do to the thoughtful and hard work provided by Spring Conference committee members, Regional members and WASBO staff. Do read his article. We are very fortunate that WASBO members serve each other so well. Congratulations!

It also came to my attention, specifically on May 11, 2017, that my direct supervision skills may need to be sharpened up. In addition to organizing and providing a great professional improvement, the Spring Conference committee, Regional members, WASBO Board members (past and present), and staff did their work differently than what my script was reading.

I was scratching my head during the start of the Thursday lunch. I am still scratching my head how a month of organizing two scripts, a video, prepared speeches and bringing in my loved ones for Thursday lunch happened without me having a clue it was the intent to say "Happy

10th Anniversary" to me. I wish I could thank each person involved individually, but I am still finding out who all was involved. Everyone is too modest and "driving from the back seat."

Thank you to all that participated and for being so gracious in making me feel something has gone correctly over the last ten years. I am astounded, but grateful. But if improvements have been made over the years at WASBO, it truly is because of the team effort contributed by all WASBO members and staff which has been happening for seventy years. I have just been a very blessed person to be a part of the WASBO family, its successes and culture of continuous improvement through a strong vision and mission. All this is being done to help our future generations of children to grow up to be the adults we wish them to be. The legacy and future doesn't get any better than that. 🇺🇸



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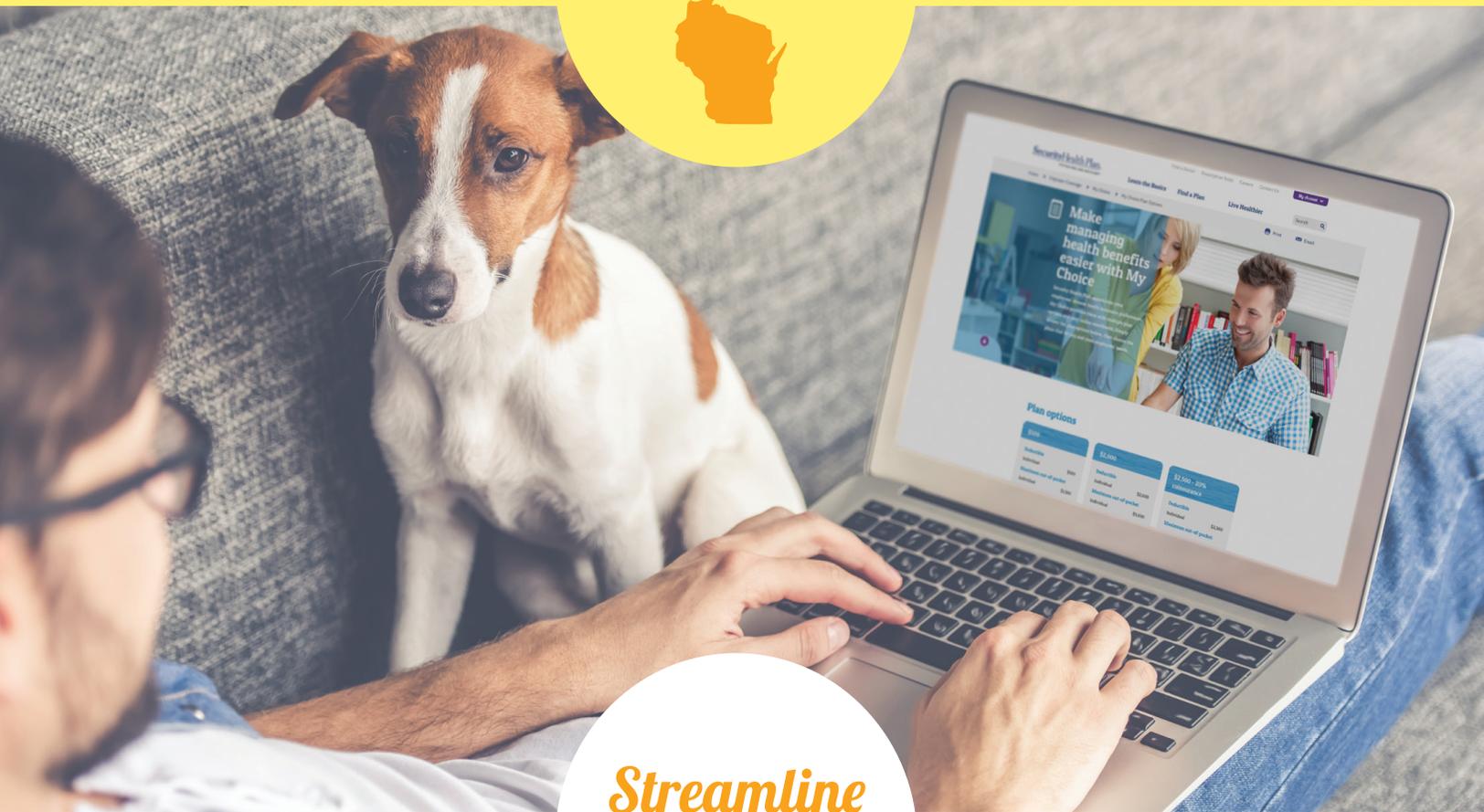


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Thanks for Your Budget Advocacy



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

It appears that the Joint Finance Committee (JFC) will take up the K-12 education portion of the State Budget the week of June 5th; which makes this a perfect opportunity to thank you all for your outstanding budget advocacy.

SAA members have done an absolutely outstanding job in their state budget advocacy efforts with letters/phone calls to legislators, legislative forums, and the strong showing we had at the JFC budget hearings. More than 75 SAA members testified at these budget hearings – our strongest showing ever. The feedback I have received inside the Capitol, in addition to public comments in the news, indicate that our advocacy efforts have had a significant impact on this budget process.



So, thanks for standing up and fighting for the Governor’s proposed school aid increases. But, most importantly, thanks for all you do every day on behalf of the students you serve. 🇺🇸

Unless someone like you cares a whole awful lot, nothing is going to get better. It’s not.

~ Dr. Seuss, The Lorax



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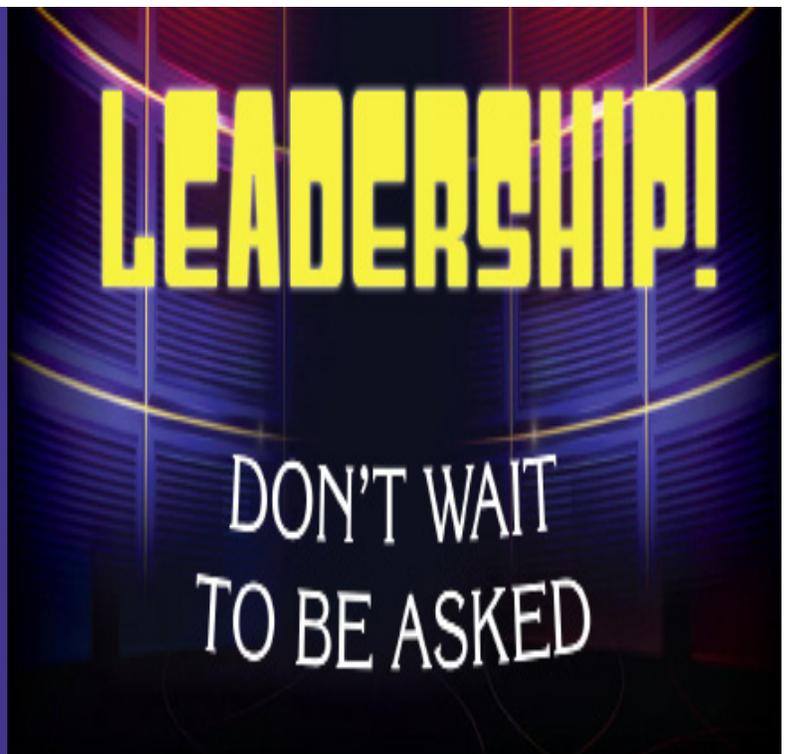
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A Big Round of Applause

Continued from page 3

the WASBO Foundation through the efforts of all of you by participating in golf outings, bike rides, raffles, etc. match the funds of our sponsors for each of the scholarships. It is a great program, and one that I would love to see expand. If any of our Service Affiliates would like to get involved in the scholarship program, please give myself, Woody, or any of the WASBO staff a call or send us an email. We would love to work with you!

Woody Wiedenhoef is a remarkable person. I am so happy that the WASBO staff and others came up with the idea to recognize Woody for 10 years of service as our Executive Director. I had intended on saying more about Woody at the luncheon, but we were running a little tight on schedule so I limited my remarks. I will keep them to just two points here for fear that if I say too much about him he will instruct Clare to strike them from my article. First, Woody has a wonderful way about him in that he makes people feel very comfortable. This makes him very approachable on any subject or issue whether it be the first time someone meets him, a conversation about something controversial, or just someone looking for advice and not knowing who to turn to. I really love that about Woody! Second, he is a phenomenal educator. He educates in a subtle manner that guides others through a new or

confusing topic. I watch him work his magic in this way with us as a Board of Directors and really appreciate this talent of his. I have learned a lot from Woody, and look forward to learning more from him in the future.

WASBO has been blessed with some excellent staff members over the years, but I firmly believe that the current staff is the best that we have ever had. I have talked about Woody and Jeanne already; I need to say a few words about Tina, Kristin, Kaitlyn and Clare. As President, you don't really get to enjoy much at a conference because there is a lot to do. Guess who else doesn't get to enjoy the conference – the WASBO staff. While we are sleeping, they are already up getting ready for the morning, while we are eating lunch, they are working, there is no cocktail hour for them, no jogs in the late afternoon, after the conference is over, they have to pick up, pack up, and load up their vehicles. I am so happy that Tina came back to her work family, she has probably done as much for WASBO over the past couple of decades as anyone ever has in the organization's history, and now we have her daughter Kaitlyn working here too. Kaitlyn is such a positive person, always a smile on her face, always looking to help with something. Kristin keeps things light – I love her sense of humor, but more importantly I

really appreciate how efficient she is in taking care of things and staying calm when there are a million things to do at once. I better say something really nice about Clare since I almost forgot to mention her at the 70th Anniversary party. Clare is a very bright and creative person and I will be interested to see if she twists my words in this article since she is the editor-in-chief of the newsletter! It was great to see the five ladies get a chance to dress up at the anniversary party. They are always wearing WASBO gear at the conferences, and it may be old school to say this, but they all looked great that evening!

Thanks to all for the opportunity to be the president of WASBO this past year. Thanks to Tom Wohlleber for convincing me to do this. A special thanks to John Gahan and Bob Avery for serving as board mentors to me, and thanks to the board members I have served alongside the past two years. They are a remarkably intelligent group of individuals who put up with my laid back approach to board meetings and I have learned from all of you! I look forward to another year on the board under the guidance of Jason Demerath – good luck Jason, and enjoy it as the year goes by very fast. 🐼

Editor's note: The kind words make-up for the misspelling of my name in the original version of this article.



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So Long and Thanks for All the Fish!

By WASBO Past-President Bob Avery, Director of Business Services, Baraboo School District



This is it. My final article for *Taking Care of Business* as member of the WASBO Board of Directors. It has been a privilege to serve on our board for the last six years, and I am especially honored to having been chosen by you to serve as President for 2015-16. I was truly humbled by your gesture last May at the Spring Conference after I passed the gavel to Pat Finnemore. That was one of the highlights of my life. I will cherish that memory.

As I look back over the last six years, I am struck by how much has changed in WASBO. And how things have remained the same. The WASBO Board went through strategic planning and implemented policy governance. We have seen changes in the office and created an improved compensation plan that we hope will help retain the outstanding staff that we do have. Committee chairs have changed, but the conferences and other work they do only gets better every year. We build on the success of those before us. And support our successors to be even more successful. The focus continues to be service to the membership; the organization would not exist otherwise.

Change is constant. As my time on the Board draws to a close, it is good to know that there are others stepping up and stepping in. New faces. New ideas. New thoughts. New direction. Welcome to the Board Tim Erickson, Todd Hajewski and Bill Freeman. I look forward to watching your service to WASBO and the members and I hope you are already thinking about potentially serving in an officer position. Congratulations Kent Ellickson. It has been a privilege serving with you on the board the last four years and your ascension onto the leadership team as our new President-

Elect is well deserved.

Jason, as our 2017-18 President, I look forward to your term at the helm of this organization. You have all the tools to be an exceptional President: commitment to service, intellect, caring, and the drive to improve everything you work on. Enjoy your time as President. I know you'll serve us well.

My involvement in WASBO the last six years have been some of the most fulfilling of my professional life. The five presidents who led the Board and the Association during my tenure – Wendy Brockert, Janice DeMeuse, Lynn Knight, John Gahan, and Pat Finnemore – are each outstanding leaders who deserve our thanks and much credit for the growth and maturation of WASBO as an organization. Thank you for your leadership and service. The success of my tenure is built on the successes of each of you. Thank you!

My challenge to other members, especially those who are newer to the profession – once you have had a chance to settle in to your professional role – is to serve this association. Join a committee. Chair a regional for a year. Run for the Board. This organization is a volunteer and service organization. It only is able to offer the professional development and other supports to its members through the contributions of time and intellect of the volunteers who serve WASBO and serve you.

I would be woefully remiss if I didn't make one last batch of thank yous. To the staff at WASBO:

- Kristin, Kaitlyn, and Clare, the three of you are all-stars! You do great work. We could not have the success we have as an organization without your selfless

dedication to getting the job done. Especially during the conferences! Thank you!

- Welcome back, Tina! You have always been a great friend personally and an invaluable resource.
- Jeanne, you have stepped up more than once and are a really outstanding Associate Executive Director. And you have been an indispensable friend. Thank you for everything.
- Woody, you have been and continue to be a good friend, a great confidant, and an incredible mentor. I have learned so much from you.

I believe that the six of you comprise the best association staff in all of ASBO (including International). Thank you all, personally, professionally, and as a member.

In closing, let me just quote my favorite goodbye message (even though I will not be joining any dolphins): "So long and thanks for all the fish." 🐬

The Importance of Supporting Military Families in Our Schools

By WASBO Director Kent Ellickson, Director of Finance and Business Services, School District of Onalaska



Recently while out and about in my community I received a “gentle” reminder from a parent about the importance of supporting military children and their parents in our school district. I must admit I was initially taken back a bit by the need for this type of a reminder. However, in reflection, I appreciate this parent sharing it with me.

It has not been that long since I left my position in the Sparta Area School District, where there was a greater presence of military families than in my current community. With Fort McCoy making up one of the borders of the district, military families are a sizeable portion of the school and community population in Sparta. About 13% of the 2660 students, as measured for Federal Impact Aid purposes, are associated with parents working at Fort McCoy, Volk Field, or other federal property. Each school morning I had a visual reminder of this as I could see parents, both mothers and fathers, wearing military fatigues who dropped their children off for the 4-year-old kindergarten program housed two floors below our administration center.

In Monroe County the schools districts and the military collaborate to facilitate a successful experience for military families in the area schools. Military parents and children often face different challenges. Two of their biggest issues include frequent moves and the impact of deployments on families. Certainly, there are other issues that may make life more stressful for military families.

As a school leader, we want to ensure we do everything to help all students be successful. This includes military children. According to Operation

Military Kids there are approximately 15,000 children of military families spread throughout Wisconsin. This includes significant concentrations near places like Fort McCoy, but it includes students scattered throughout all areas of the state attending public and private schools. Is your school leadership aware of the presence of its military families? What are they doing to help them be successful?

Some extremely simple and basic suggestions from schools such as those in Monroe County can also be very applicable for sharing with leaders and staff in other schools with lesser concentrations of military families. These include:

Make children and parents feel welcome and connected!

As simple as it sounds, sometimes teachers, administrators, secretaries, food service employees, custodians, and other staff may not have much experience with military families. My life through young adulthood did not include much contact with military families. All staff, particularly school leaders, need to make an extra effort to learn about military families and to make sure to welcome them. The military parents I interacted with were highly interested and wanted to be involved with classroom activities, parent-teacher organizations, and other parts of school community life.

All children and their parents should be connected to their school. Research shows the importance of ensuring transitory children experience connections with their schools and communities. This makes a great deal of sense. Children with a sense of belonging and who are having their social and emotional needs met will be

better prepared to learn. Encourage these students to participate in activities. Include these students in any type of peer mentoring program for new students, when appropriate.

Don't be too rigid!

Flexibility can be a useful tool. Frequent and abrupt moves for some of these families may not mesh well with bureaucratic and inflexible deadlines associated with registration, transcripts, transportation, etc. Please review how you can avoid creating unnecessary stress for these families due to rigid rules that may not be in these children's best interest.

Students and families involved in deployment situations need to be given extra time at deployment and return for deployment. Please be prepared to deal with the need to give the family extra time prior to deployment, during breaks from deployment, and upon return.

Provide opportunities to respond to the emotional needs of these students. In addition to mentoring, consider guidance groups and special recognition for students and their families.

Encourage sharing of experiences!

Special programs and recognitions provide support to the military students and their families. They also provide a great opportunity for students, staff and administrators to appreciate the contributions made by these families. In doing so, it also helps to facilitate students connecting with each other and providing important socialization and emotional support.

Continued on page 16

BEYOND THE TRADITIONAL CLASSROOM

KEWAUNEE SCHOOL DISTRICT

The new agricultural learning lab contains flexible classroom space; a greenhouse; an animal lab; and a multi-use lab for hydroponics, cheese-making, and soils/crop testing. It will provide career-ready training that's key to both student success and the area's vital agricultural industry.



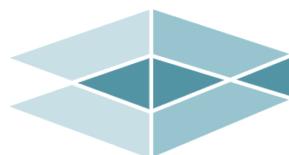
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Leadership at a Turning Point

By Jason Demerath, WASBO President-Elect, Director of Business Services, School District of Fort Atkinson



I will begin by fully admitting that much of my President's theme for 2017-18 and the thoughts I will share I was exposed to at the ASBO International Eagle Institute last summer. I will also put a plug in for the conference and encourage you to attend at least one Eagle Institute during your career, as it was one of the most amazing professional development and networking experiences I have ever had. With that said, I think the theme from last year's Eagle Institute is a perfect theme to carryover this year as the WASBO President's Theme and ties nicely to WASBO's strategic goals for 2017-18. The President's theme for this year is "Leadership at a Turning Point."

As we think about the environment surrounding public education in Wisconsin, there are several factors that are currently affecting us and will affect us for years to come. As this environment changes, both WASBO as an organization and we as individuals in our districts need to be leaders for our kids. We need to influence the change that surrounds us to turn the situation into one that benefits our kids here in Wisconsin.

As we think about how we might lead as the organization that is WASBO, or in our own districts, there was an important lesson shared at the ASBO Eagle Institute I want to share with you. Think about any team sport that you may have ever been associated with. In this case, let's think about basketball. As you are dribbling the ball, what is the number one rule? To keep your head up! By keeping your head up you can observe your environment, see how those around you are reacting to it as it changes, make decisions about your next move, and decide what is best for your team. In our roles in our districts and as an

organization, we need to lead with our heads up! We need to observe our environment, understand that we are not in this alone, and trust our advisors and colleagues to help us in adapting to our ever-changing environment.

As an organization, we can adapt to any changes in our environment by focusing on our core mission and developing leaders from within WASBO. We provide our members with the tools they need to be leaders in their districts, or our partner vendor organizations, for our kids. We need to continue providing quality professional development, help our members network and we not only need to advocate for our kids as an organization, but we need to help all of our members advocate for our kids.

Many of us think we do not have the time to get away from the office and attend professional development WASBO or other organizations may offer. While I can respect your dedication to your district, you do a much greater service to your district or organization by seeking out and attending professional development opportunities. Just like any other profession, we too must always be learning.

Think, for example, about that surgeon who was top of his class in 1985 and considered a rising star. If he was so knowledgeable in 1985, but has not studied or learned anything since, would you want him operating on you today?

Eight of the most dangerous words in the English language are, "Because that's the way we've always done it." To develop yourself and WASBO as a leader in Wisconsin public education, challenge yourself to improve by leaning into your discomfort and advancing your learning. Challenge

WASBO to think about how we can best provide professional development to you – Ask yourself, what and how can WASBO provide me what I need to be a leader and think differently in my profession?

While connecting eye-to-eye and person-to-person is paramount, it has never been easier to connect and network with people given all of the technological tools at our disposal. To be a leader in public education in Wisconsin, remember that no one can do it alone, so build that network and make those connections in any manner you can. Further, ask yourself this question – How can WASBO assist you in building your network to benefit kids?

Finally, we as an organization and individually in our roles need to advocate. Consider that in public education in Wisconsin, we are responsible for the education of 860,000 kids and as a profession; we advise and manage \$9.6 billion annually. With our vendor partners, business office staff, buildings and grounds staff, and all others involved in WASBO, we need to make sound decisions to manage these funds so that we have confidence when advocating for our kids. I encourage you to share your district's story, and tell our kid's stories, so that everyone understands what we do impacts the future of our kids every day. Do this by leveraging all of the amazing technological tools we have at our disposal and lean on WASBO and SAA in your advocacy efforts. Also, ask yourself – How can WASBO help you become a better advocate? What resources do you need to advocate for our kids?

Continued on page 16

President Elect and New Directors on the WASBO Board of Directors

Results of the 2017 WASBO Board elections were announced during the WASBO Business Meeting on Friday, May 12 during the Spring Conference at the

La Crosse Center in La Crosse. The new members will be welcomed to the current board's June meeting and will take office on July 1, 2017.

Kent Ellickson

Director of Finance and Business Services, School District of Onalaska
President-Elect



Tim Erickson

Financial Services Director, Hudson School District
Director (Three-year term)



Todd Hajewski

Director of Business Services, Greendale School District
Director (Three-year term)



William Freeman

President, Environmental Management Consulting, Inc.
Director (Three-year term)



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2016 CIC Member CSRM Graduates

Jill Collins - Black River Falls
 Lowell Fromm - Sparta Area
 Alyson Tress - CESA 8
 Dawn Laboy - Random Lake
 Topher Adams - Campellsport

Joyce Smalley - La Crosse
 Margo Smith - Northland Pines
 Brad Boll - Beloit Turner
 Jill Bodwin - Denmark
 Patrick Miller - Shorewood

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Supporting Military Families

Continued from page 11

There are a variety of resources available for schools to provide support to military families. The Interstate Compact on Educational Opportunities for Military Children provides standardization of policies impacting transitioning military students. Issues addressed included attendance, enrollment, placement, eligibility, and graduation.

As school leaders we have a responsibility to help ensure our school communities support the success of all children. Please feel free to share these resources if you find your building administrators may not be aware of them:

Interstate Compact for the Educational Opportunities for Military Children National Website: www.mic3.net

Wisconsin Military Interstate Children's Compact Commission Website: <http://www.mic3.net>

mic3.net/pages/contact/Map/wisconsin.aspx

American Association of School Administrators (AASA) Toolkit: Supporting the Military Child: <http://www.aasa.org/content.aspx?id=9008>

AASA Fact Sheet on Impact Aid (available to LEAS with enrollment of at least 400 or 3 percent of the average daily attendance): <http://www.aasa.org/content.aspx?id=9000>

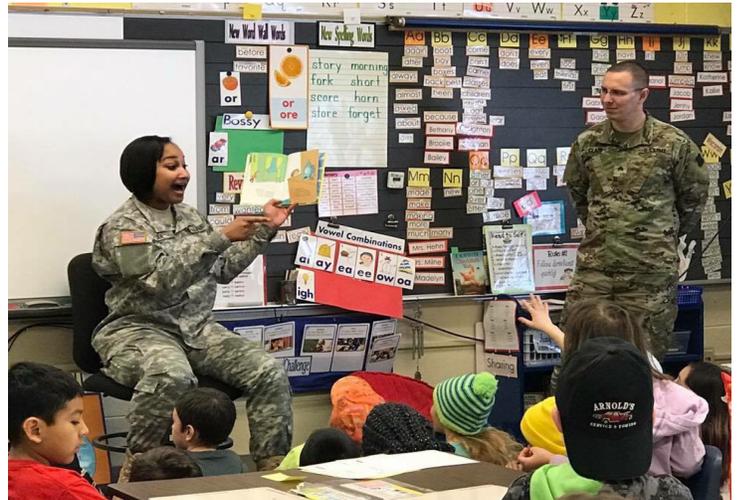


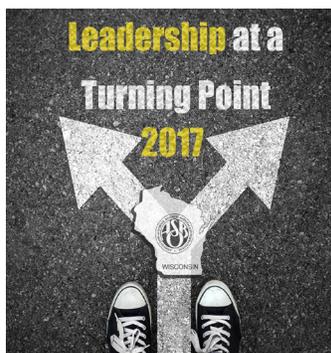
Photo courtesy of the Sparta Area School District.

Leadership at a Turning Point

Continued from page 13

To accomplish our vision of becoming the most influential Wisconsin organization for state and national school business management we need to become leaders. To develop that leadership we need to continue focusing on our mission of professional development, networking, and advocacy. I challenge you to become a leader in your district, a leader in WASBO and the state, and a leader in your profession. I challenge you to invest in your own learning, I challenge you to expand your network and influence, and I challenge you to be an advocate for our kids.

I challenge you to be SUPER, so our kids can be INCREDIBLE! They deserve no less! 🇺🇸



USED SCHOOL BUSES FOR SALE AT SILENT AUCTION

Notice to all School Districts and/or Contractors

Marshfield Bus Service, at 1507 South Anton Avenue, Marshfield, WI 54449 will be selling 25 quality used school buses varying in age from 2004 to 2007 with complete service records. All buses will be at this location. Call 1-800-380-1287 for more information on these units. We can email you a listing of the buses if you desire. Buses will be available for inspection from 9:00 AM to 3:00 PM on June 21, 22, and 23, 2017. All closed bids must be received on or before 3:00 PM June 23, 2017. Buses will be sold "As Is" with no guarantee. Bids will be opened at 3:00 PM on June 23, 2017. Any successful bidder not present at the bid opening will be notified before 6:00 PM June 23, 2017 of their successful bid. Buyer with the successful bid must pay for the bus on or before June 28, 2017, or next bidder will be notified. Payment is to be paid in full before removing any purchased bus from our property. Richland Center Bus Service, Inc. reserves the right to accept or reject any and/or all bids.

The End of Another School Year...

By WASBO Director Cathy Cramer, Chief Financial Officer, Seton Catholic Schools



While all organizations have cycles, I have found that working in education provides a unique beginning and ending every year. Even though summers in school business don't allow for any real "down time", for me, more so than at the end of a calendar year, summer provides a natural break to devote some time to reflect on the past, focus on the present tasks at hand, and plan for the next school year. I had the opportunity to do a bit of this reflection while driving back to Milwaukee from La Crosse after attending the spring conference—celebrating 70 years of WASBO.

No matter how many years of experience we have, the networking opportunities and professional development WASBO offers contributes to our success. This was evident to anyone who attended the spring conference. The educational sessions, the recreational activities, prizes and vendor support, along with the friendships, camaraderie and student and member recognitions that were observed truly represented what we're about. The fireworks display over the Mississippi River that capped off the 70th Anniversary Celebration dinner was an awesome display of the spirit of WASBO. Kudos to the WASBO staff and Spring Conference Planning Committee for their efforts and work on this event.

For many of us, this past year provided a great deal of challenges and opportunities. True to WASBO's mission and belief statements, I know I wouldn't have met these challenges and provided the opportunities needed for the students we support without the encouragement and guidance from my peers. If you are new to the profession, plan to participate in your regional meetings, volunteer and attend some of the many professional development

opportunities offered so you are prepared to meet the many tasks and demands the upcoming school year will present to you.

Through WASBO, I have formed friendships and a support network always willing to share expertise and guidance to help me with whatever situation or circumstances I face. As I contemplated the work ahead in the coming weeks and the plans being made for the new school year, I remembered some of the advice provided by my colleagues. While much of the counsel received relates to figuring out how or what to do, I have been able to gain insight on developing as a leader. I have learned not only how to manage and do what needs to be done, but also how to communicate directly and clearly, plan effectively, and think strategically. I learned to balance what is required to meet the mission and have a "big picture" view of what needs to happen while keeping up with the daily work required to meet operational needs.

As you prepare for the work ahead, reflect on your personal leadership competency while making plans to complete everything on your to do list. In addition to keeping up with the knowledge required for your job, seek out opportunities that will provide you with the tools and ideas you need to make an impact in your district: not only to complete the daily tasks at hand but also to be able to motivate others, create a vision and implement the strategies necessary to achieve the desired outcomes and truly be successful.

I am grateful to have had the opportunity to further my leadership competency by serving on the WASBO Board these past three years. I strongly encourage you to consider running for the WASBO Board to not only serve the organization but to

take advantage of the leadership inherent in the group and the additional professional development this role provides. 🇺🇸

“

Your talent determines what you can do. Your motivation determines how much you are willing to do. Your attitude determines how you will do it.

~ Lou Holtz

U.S. Supreme Court Articulates Standard for FAPE

Submitted on behalf of attorneys at Bordman & Clark LLP

In a unanimous decision issued March 22, 2017, the United States Supreme Court held that to meet its obligation to provide a free appropriate public education (FAPE) under the Individuals with Disabilities Education Act (IDEA), a school district “must offer an IEP reasonably calculated to enable a child to make progress appropriate in light of the child’s circumstances.” *Endrew F. v. Douglas Cty. Sch. Dist. RE-1*, No. 15-827 (U.S. Mar. 22, 2017). In doing so, the Court rejected the Tenth Circuit’s holding that FAPE requires an educational benefit that is merely “more than de minimis,” and called the new standard “markedly more demanding.” The Court also rejected the standard proposed by the parents that FAPE requires children with disabilities to have opportunities “substantially equal to the opportunities afforded children without disabilities.”

History of the FAPE Standard

The Supreme Court first addressed the standard for FAPE in *Board of Education of Hendrick Hudson Central School District v. Rowley*, 458 U.S. 176, 207 (1982). The Court stated that a child has received FAPE if the child’s IEP sets out an educational program that is “reasonably calculated to enable the child to receive educational benefits.” Since *Rowley* was decided, federal courts of appeals have used different terms to describe the educational benefit required by IDEA and expressed by *Rowley*. Some courts have held that IDEA requires only “some educational benefit” which has been described as more than de minimis benefit, and others have held that IDEA requires a meaningful educational benefit.

The Supreme Court’s New Decision

In the most recent United States

Supreme Court decision, *Endrew F.*, the Court further explained the *Rowley* standard. *Endrew F.* involved an autistic child whose parents argued that the child’s progress had stalled as the child’s IEP carried over the same basic goals and objectives from year to year. The school district in *Endrew F.* had relied upon the standard established by the Tenth Circuit in arguing that IDEA merely required “some” educational benefit, as opposed to none. The Supreme Court agreed that IDEA did not guarantee any particular level of education or promise any particular outcome. However, the Court rejected the Tenth Circuit’s “more than de minimis standard.” The Court also rejected the parents’ “substantially equal” standard, noting that despite opportunities to do so since the *Rowley* decision, Congress has not changed the statutory definition of FAPE to include the concept of “substantially equal.”

In *Endrew F.*, the Supreme Court held that FAPE requires “an IEP that is reasonably calculated to enable a child to make progress appropriate in light of the child’s circumstances.” The Court explained that to meet this standard, a school district must craft an appropriate program that is reasonable, not necessarily ideal. Consistent with the core of IDEA, the program must be specifically designed to meet the unique needs of the child. For a student placed in a regular education classroom, the IEP should be reasonably calculated to enable the student to achieve passing marks and advance from grade to grade. For a student not fully integrated into the regular education classroom, the IEP must be “appropriately ambitious” in light of the student’s circumstances. The court declined to define what appropriate progress will look like for a student in the abstract, and expressly stated that the absence of

a bright-line rule is not “an invitation to the courts to substitute their own notions of sound educational policy for those of the school authorities which they review.” Rather, courts must give deference to the “expertise and the exercise of judgment” by school authorities who can be expected to offer a “cogent and responsive explanation” for their decisions.

How Wisconsin School Districts Should Respond to the New Decision

In previous cases applying the *Rowley* standard, courts in the Seventh Circuit and administrative law judges in Wisconsin have varied in their description of the FAPE standard, describing it at times as “educational benefit,” “meaningful educational benefit,” “some educational benefit” and “some meaningful educational benefit” and stating that an appropriate IEP must be “likely to produce progress, not regression or trivial educational advancement.” Despite these various descriptions, the standards applicable to Wisconsin school districts are largely in line with the Supreme Court’s decision in *Endrew F.* For Wisconsin school districts, *Endrew F.* is a reminder that educational progress is the expected outcome of an IEP and that an IEP must include goals that are “appropriately ambitious” given the unique circumstances of the child.

To provide FAPE, districts must carefully develop each IEP to ensure it contains challenging goals and the aids and services a student needs to meet those goals. The IEP itself should clearly document the district’s consideration of the child’s individual circumstances in determining goals and measuring progress. In addition, districts must continue to faithfully implement the IEP. If a student is not progressing toward his or her

Continued on next page

ASBO International New Members

April 2017

- **Greg Hartjes**, Principal, Appleton Area SD
- **Anthony Klein**, Business Manager, Parkview SD
- **Sandra Malliet**, Business Manager, Kickapoo Area
- **David Reeck**, District Bookkeeper, SD of La Farge



Standard for FAPE

Continued from previous page

goals, districts should reconvene the IEP team to review the IEP and its implementation. If little or no progress has been made, the district should determine and state why in the IEP. If the IEP team determines that the child cannot progress, despite all of these efforts, the IEP should reflect that determination and explain the basis for the determination, taking into account the child's individual circumstances. This will prepare districts, when challenged, to provide parents, courts and administrative agencies "a cogent and responsive explanation for their decisions." Districts

are advised to create any additional documentation necessary to be able to present the cogent, responsive explanations required in IEP meetings, due process hearings and court proceedings. 🇺🇸

The full opinion of the United States Supreme Court can be found here: https://www.supremecourt.gov/opinions/16pdf/15-827_0pm1.pdf

For more information on this article, contact an attorney at Boardman & Clark LLP by visiting boardmanclark.com

ASBO INTERNATIONAL MEETING DATES

2017 Annual Meeting & Expo
Sept. 22-25, 2017 - Denver, CO

2018 Annual Meeting & Expo
Sept. 21-24, 2018 - Kissimmee, FL

2019 Annual Meeting & Expo
Oct. 25-28, 2019 - National Harbor, MD

2020 Annual Meeting & Expo
Oct. 2-5, 2020 - Nashville, TN



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Mental Health Severely Impacts Your Workforce

By Laura Taylor, Communications Specialist, WEA Trust

Mental health issues are ever-present—but their impacts often hidden. You may be surprised to learn that the prevalence of all mental health issues is higher in Wisconsin than almost all other states in the country.

Indeed, nearly 9.4% of full-time workers in the United States suffer from major depressive disorder according to the Journal of the American Medical Association. So, for every 100 people you employ, 10 likely have depression.

A recent study in Social Psychiatry and Psychiatric Epidemiology suggests that the public sector may also be at a higher risk for developing depression. The authors found that industries with the highest rates of depression are those that “require frequent or difficult interactions with the public...and have high levels of stress.”

This may be one of the reasons why antidepressants are the #1 prescription written across WEA Trust’s Wisconsin’s public sector book of business—outweighing cholesterol, blood pressure and even antibiotic medications.

Depression is a medical issue—just like diabetes or heart disease—that can be treated most successfully with a combination of talk therapy and medication. But nearly half of people suffering from depression in Wisconsin do not get treatment.

The Cost of Untreated Mental Illness for Wisconsin’s Public Sector

So, what happens when mental health goes untreated? For employees, they don’t get the health care they need and their quality of life suffers. For a public employer, you lose hundreds of workdays to absenteeism and thousands of dollars to reduced productivity.

According to a 2015 study in the Journal of Clinical Psychiatry, about half of the costs associated with untreated depression can be attributed to workplace absenteeism and lost productivity. In fact, for every 100 public employees you have, you lose 150 workdays and at least \$50,508 each year, based on average public employee salaries. Can your organization afford this lost productivity? Did you budget for this?

Intense Stigma Discourages Treatment

Mental health in general, and specifically depression, often goes untreated for two reasons: stigma and access. Stigma is a feeling associated with shame or disgrace that relates to a certain condition, like depression. Usually stigma is caused by a set of stereotypes that are incorrectly applied to someone with this condition, leading to negative prejudice and discrimination. For example, 1 in 4 employers say they would not hire a person with depression. Correspondingly, 1 in 5 people said they would not tell anyone if they had depression.

With these influential stereotypes hovering over mental health, employees ultimately feel discouraged from seeking care. They don’t want to take off work for an appointment. They don’t want to be seen in the parking lot of a therapist’s office. They fear being “found out” for having a normal—and common—health condition. For employees operating in the public eye, this caution can be even more intense.

Profound Access Prevents Treatment

If one of your employees does confront the stigma associated with mental health, he or she must find an appropriate and available mental health care provider. In Wisconsin,

that’s not always easy.

In just three years, Wisconsin has dropped from 8th to 35th in overall mental health rankings for states, per Mental Health America. According to WEA Trust research, it takes five weeks, on average, to first schedule a therapy appointment, with many locations in Wisconsin at capacity.

Part of this long wait time is due to the number of mental health providers compared to population. From Centers for Disease Control and Prevention data, the average ratio of Wisconsin county population to mental health providers is 590:1. In some Wisconsin counties, there are only a handful of mental health providers, making this ratio more than 1,000:1. Furthermore, public employees like teachers have a difficult time leaving their job in the middle of the day for an appointment (if they can get one).

Wisconsin is struggling with the financial and human costs of untreated mental illness. Mental health issues like depression are ever present in Wisconsin, and yet access to care is more limited. The result? Half of Wisconsinites with mental health conditions aren’t getting the care they need. 🧠

For more information on mental wellness or this article, contact Laura at ltaylor@weatrust.com

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Business Manager at Omro School District

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WEA Trust Member



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Implementing a New Pupil Transportation Contract

By Roger Price, Organizational Services Consultant, Wisconsin Association of School Boards



The keys to implementing a new contract are many. The first is related to the decision timeline. Allowing ample time from the final approval of a contract with the District to actual implementation will significantly affect the successful start of service. The expectations should be controlled by as much specificity as possible in the request for proposal process and the contract.

The items that require the most immediate attention and potential lead time in implementation are:

- Fleet Acquisition, securing appropriate vehicles to execute the contract. Lead time to secure an order, finance and deliver a new vehicle is an important consideration.
- Driver Hiring, assuring the availability of qualified, trained, licensed, and preferably local drivers sufficient to execute the contract; addressing status of drivers who were involved with previous contractors or service plans.
- Driver Training, implementation of the contractor's in-service program including full orientation to district policies and expectations.
- Bus Garage Location, should meet the requirement of the contract to provide the required bus storage, maintenance facilities, office space, training facilities, phone and radio hub, and fuel access.
- Equipment Acquisition, includes acquiring required, office furniture and equipment, cameras, radios, car seats, etc.
- Other staffing, the employment of appropriate on-site management, maintenance, and office personnel to adequately carry out the responsibilities and requirements of the transportation service.

Early in the transition process a clear communications plan should be put

in place. This should include the districts steps to manage change, identification of a single point of contact, and a clearly mapped process to address questions and concerns in a timely manner.

- In managing change, it is necessary to identify and communicate all known previous and expected variations from the contract expectations as detailed in the RFP and the Contract. Secure as much information and history from the previous provider. This is sometimes difficult as the outgoing provider may not be cooperative with the new company. The district should attempt to facilitate the transfer of knowledge to the extent possible.
- Documented consistency is a laudable starting point.
- Inevitably there will be "unknown" service exceptions that were either enacted by the previous contractor for convenience or at the request of a district staff member. It is also the case that the parent or staff member has an expectation that the service will continue. Again, it is imperative that these issues are addressed as they arise in a timely manner.
- The Bus Company should provide a clear contact hierarchy that not only addresses implementation responsibilities, but also an anticipated operational matrix of whom to contact for what, when, and how.

Just as the previous items are time sensitive, the following become as critical in the process. Even as the ink is drying on the contract the district and the contractor need to begin regular status meetings. These meetings will need to address updates on the time sensitive activities in addition to:

- Review of Board Policies related

to Student Transportation

- Unusually Hazardous Transportation Plan Development, an "unusual hazard" is an existing transportation condition that constitutes more than an ordinary hazard and seriously jeopardizes the safety of pupils traveling to and from school
- Operational Software, including Data Upload and Download, implement and maintain a routing and scheduling program that is compatible with the District hardware and software
- Bus Communications/Radios including District access and use
- Bus Cameras implementation and use
- Fuel Plan, lock down provider and costs
- Vehicle Maintenance Plan
- Discipline Plan
- Process to engage and schedule services for curricular, co-curricular, and field trip; scheduling should be done via a computerized program
- Processes and plans for Parent Pickup & Drop-off and their effect on bus drop-off areas at each site
- Process and procedures for bus accidents

Routing Buses, in most districts contracting for transportation services, the contractor is responsible for all routing and scheduling involved in the student transportation system. The routes will be prepared per district standards.

- Routing Timeline, often driven by availability of updated data provided by the district. Designate end date for use in routing and process to update with additions and changes
- Bus Route Publication, methodology and schedule
- Regular routes should be

prepared per District standards for length of ride, walking distance to meet the bus, and comfortable seating capacity

- Bus Stop Location. The law does not require that a child be picked up/dropped off at his/her home. School districts are responsible for establishing bus routes which may include common bus stops. In line with state statutes and board policies, work to understand history of existing stops before making new designations
- Pre-Schools/PK4 Sites including availability and use of Appropriate Infant Seats
- Transportation to Child Care Provider Requests for transportation to and/or from a child care provider in many districts are honored and processed contingent upon the following qualifications and conditions:
 - The child care provider must be located on an existing bus route or designated bus stop. The bus cannot add mileage to its route.
 - The child care provider must be located within the attendance area of the student's school.
 - Requests shall be honored only if there is room on the bus and only if there continues to be room.

Students with disabilities are entitled to this related service only if it has been determined by the Individualized Education Program (IEP) Team that transportation is necessary for the student to benefit from special education. State and local officials set most transportation policies and procedures:

- A parent who transports a child with a disability is entitled to reimbursement if transportation is a related service. Parents cannot be compelled to provide transportation.
- District planning will need to address Appropriate Vehicles for service to be provided, specialty Training for Drivers and availability and use of Appropriate Infant Seats.

Non-Required Transportation allows a school district to provide transportation

to a pupil who attends a public or private school and is not required to be transported if the district receives a request from that pupil's parent or guardian. The school district may, but is not required to, provide transportation for such a pupil, and may charge a fee for the cost of providing the transportation. This is often left to the discretion of the contractor.

Private/Parochial School Transportation, a pupil attending a private elementary or high school, including four- and five-year-old kindergarten in Wisconsin is entitled to transportation provided by the public-school district in which the student resides, if certain criteria are met. In addition to assuring the service meets the required criteria, the planning process will need to address:

- Coordinating Bell Schedules, Coordinating the School Calendar, and Coordinating routes and schedules for the private schools when their calendars do not coincide with the public-school schedules

The Little Things

Many things can and will go wrong in the transition to a new transportation norm. Effort up front will assuredly alleviate most major hiccups. Safety must be the benchmark in all work and practices during the planning, implementation and execution process.

Still, as experience has demonstrated, attention to the little things before they occur and/or timely response and resolve after they occur can help avoid escalation to being major issues.

Some "little things" to consider:

- Are all administrators in the loop during planning and communications process?
- Practice line-ups in conjunction with building staff. This is particularly critical related to student release, line up, parent pickups and arrival of busses.
- Practice under same conditions/time as routes. Sunday afternoon may be a good time to become acquainted with the route order, turn arounds, stops, etc. It is not an accurate indicator of time of route.
- Accurate bus ridership lists coordinated with well-marked busses

(animals, numbers, etc.).

- Know who your key communicators are within the daycare community and in private/parochial schools. Address their questions/issues before the school term begins.
- Have a plan on how you will address historical "unknown" service exceptions.
- Real time communications protocol on late running busses to appropriate district staff.
- Drivers and contractor staff understand that all communication on bus radios will be heard by district staff. Avoid embarrassing, inappropriate conversations on the air.
- End of Day Clear Process when all routes are complete, communicated to appropriate district staff.
- End of Route Bus Clear processes in place, avoid sleeping tots left on bus.
- Awareness of community/business special events that could have an impact on traffic, availability of buses or drivers.
- Log all questions, concerns, or inquiries. Secure information and respond in a timely manner. Document responses.
- Remember – consistency is a laudable starting point.

In any change, success is driven by process, planning, communications, and execution. Work upfront in detailing the RFP and contract to set expectations. This will eliminate questions. Allowing appropriate time between the contact approval and start date is significant. Continuous communication will address issues as they arise. Execution of the work as partners keeps parties on the same page.

Lastly, the best advice for surviving an implementation of a new contract – whether it is the district or contractor, if you make a mistep; acknowledge it, take responsibility, apologize, regroup, and fix it: repetition is not a good thing! 🙌

Plan Ahead: ASBO International Programs/Events



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ASBO International Program/Event	Marketing Cycle	Dates and Deadlines	Audience / Eligibility
Membership			
 ASBO INTERNATIONAL	ASBO International member benefits include meeting discounts, an expanded professional community, and more!	Year-round	N/A
Certification			
 SFO CERTIFIED ADMINISTRATOR OF SCHOOL FINANCE AND OPERATIONS	Certified Administrator of School Finance and Operations® (SFO®) <i>Sponsored by The Horace Mann Companies</i>	Year-round	N/A
Awards and Scholarships			
 MERITORIOUS BUDGET AWARD	Meritorious Budget Award (MBA) and <i>Pathway to the MBA</i> <i>Sponsored by Voya Financial®</i>	May–January	Application materials are due within 90 days of your budget's legal approval. Members and nonmembers in the United States and Canada
 CERTIFICATE OF EXCELLENCE IN FINANCIAL REPORTING	Certificate of Excellence in Financial Reporting (COE) <i>Sponsored by VALIC</i>	July–March	Application materials are due within six months of your district's fiscal year end. Members and nonmembers in the United States
 EMERGING SCHOOL BUSINESS LEADERS SCHOLARSHIP	Emerging School Business Leaders Scholarship <i>Sponsored by U.S. Communities</i>	January–May	Applications are due June 1. Members and nonmembers who are full-time school business officials with five years of experience or less
 PINNACLE AWARDS	Pinnacle Awards <i>Sponsored by Virco, Inc.</i>	January–April	Applications are due May 1. Members of ASBO International or an ASBO affiliate who are full-time school business officials

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Plan Ahead: ASBO International Programs/Events



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

ASBO International Program/Event	Marketing Cycle	Dates and Deadlines	Audience / Eligibility
... Awards and Scholarships continued			
 <p>Eagle Awards <i>Sponsored by AXA</i></p>	January–May	Applications are due June 1.	ASBO International members who are full-time school business officials
International Networking Opportunities			
 <p>Global School Business Network</p>	Year-round	N/A	Members of ASBO International or a participating affiliate
 <p>Eagle Institute <i>Sponsored by AXA</i></p>	February–April (marketing stops sooner when booked)	2017: July 18–21, in Gettysburg, VA *Waitlist for 2017	All school business professionals (55 maximum)
 <p>Executive Leadership Forum</p>	After the Annual Meeting through January	2018: February 8–10, in Austin, Texas	All school business professionals
 <p>ASBO International’s Annual Meeting & Expo</p>	“Save the date”: after previous meeting until registration opens; “Register”: after registration opens until meeting	2017: September 22–25, in Denver, Colorado	All school business professionals
See dates for future meetings			
Legislative Resources			
 <p>Access the Legislative Affairs Community on the Global School Business Network</p>	Year-round	N/A	U.S. ASBO International members
ASBO International Board of Directors Elections			
Elections for the ASBO International Board of Directors are generally held three weeks prior to ASBO International’s Annual Meeting & Expo. For detailed information visit asbointl.org/election .	N/A	2017: Elections open August 23–September 6.	Active, Life, and Emeritus members of ASBO International

Mercury in Schools: Know the Facts

By Cynthia Koepke, Green & Healthy Schools Wisconsin, Wisconsin Department of Natural Resources

Mercury in schools threatens the health of your students and staff and may cause expensive environmental and liability issues. Wisconsin schools may still find this toxic metal in their building or on their grounds despite a 2012 state law banning elemental mercury and most mercury-containing compounds and instruments in schools. A mercury release could lead to an evacuation of the affected area or building and require prompt medical screening and costly spill response. Because of its unique properties, even small amounts of mercury may cause an unhealthy exposure and be spread to other areas.

While a science lab might be the first place you look, it is important to thoroughly assess all parts of your facility for mercury. Conduct an audit to understand where mercury is located and to plan for its removal. Schools are not required to do

unplanned infrastructure changes to thermostats and other HVAC mercury-containing equipment. When that equipment is replaced, alternatives that do not contain mercury must be chosen.

In Wisconsin and other states, students have brought mercury to school and unknowingly caused contamination. To help protect your students and staff, learn how to spot a mercury release and what to do about it. The Wisconsin Department of Health Services has a chemical fact sheet, information on cleanup of both large and small spills, plus advice on handling cleanup of broken thermometers and CFL bulbs. Many of the usual methods for cleaning up messes are the wrong choices for mercury, so Green & Healthy Schools Wisconsin has prepared a fact sheet, that can be found at <https://www.eeinwisconsin.org> to assist schools. The full text of the mercury ban is

in section 118.07(4m), Wisconsin Statutes. 📄

For more information on this article, contact Green & Healthy Schools Wisconsin at dnrghswisconsin@wisconsin.gov

“ You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.

~ Woodrow Wilson

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June 21, 2017 - Waunakee

Facility Mgr Core Cert. Sessions (Module 4)

- Exterior Building Envelope Maintenance
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- Effective Preventative Maintenance Program
- Building Automation Management Systems

July 12, 2017 - La Crosse

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- Hire Retire & Everything In-Between
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Sessions may be updated or revised. For complete information or to register, go to: WASBO.com/custodial.

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- Custodial Supervision and Evaluation
- Product and Equipment Selection

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Facility Mgr Core Cert. Sessions (Module 2)

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Seventh Circuit Upholds Transgender Student's Right to Use Boys' Bathroom at School

Submitted on behalf of attorneys at Boardman & Clark LLP

In a ground-breaking decision, the Seventh Circuit held on May 30, 2017, that a transgender student who identifies as male must be allowed to use the boys' bathroom at his high school. This is the first federal appeals court to find conclusively that a transgender student has the right to be treated in accordance with the student's gender identity at school under both Title IX and the U.S. Constitution. This is particularly significant for Wisconsin school districts as the Seventh Circuit governs Wisconsin. While the Court's decision technically only applies to the student and school district involved and the injunction at issue in this case, it is a strong statement from the Seventh Circuit that federal law prohibiting gender discrimination in public schools protects transgender individuals.

Background

Ash Whitaker is a seventeen year old who attends Kenosha Tremper High School. Ash's birth certificate designates him as "female" but he identifies as male. He began to openly identify as a boy during his freshman year in high school. In the spring of his sophomore year Ash and his mother requested that he be permitted to use the boys' bathroom while at school and at school sponsored events. That request was denied and the administration informed him he could only use the girls' restrooms or a gender neutral restroom that was in the school's main office, which was quite a distance from his classrooms. (The Court noted that the school district had no written policy and referred to the unwritten basis for the district's decisions as a "policy.") Instead of complying with this policy, Ash restricted his water intake and attempted to avoid using any restroom at school for the rest of the school year. This restricted water intake

exacerbated a medical condition and caused him to be dizzy and to faint on occasion. He also suffered from migraines, depression, anxiety and suicidal thinking because of the impact of the district's policy on his transition.

In his junior year, Ash used the boys' restrooms at school without incident for six months until a teacher saw him washing his hands at a sink in the boys' restroom and reported it to the school's administration. Ash was again told he was not permitted to use the boys' restrooms. In the summer between his junior and senior years Ash filed a lawsuit alleging the school violated Title IX and the Equal Protection Clause of Fourteenth Amendment of the Constitution. He sought to enjoin enforcement of the school's policy pending the outcome of the litigation.

In September 2016, Judge Pamela Pepper, in the U.S. District Court for the Eastern District of Wisconsin, granted Ash permission to use the boys' bathroom at school and enjoined the district from enforcing any written or unwritten policy against Ash that would prevent him from using the boys' restroom while at school sponsored events, disciplining him for such action or monitoring or surveilling his restroom use in anyway. The Court also denied the school district's motion to dismiss the lawsuit.

Seventh Circuit Appeal

The school district raised two issues on appeal. First, the district argued the Court should reverse the district court's decision on its motion to dismiss and second, that the district court erred in granting Ash's motion for a preliminary injunction. Holding that it did not yet have jurisdiction to decide an appeal of the denial of the motion to dismiss, the Court

restricted its analysis to whether to the preliminary injunction was appropriate. This is significant, because it confines the decision in this case to the facts and circumstances of the specific injunction in this case. While an argument may be made that this makes the decision narrow and limited, the Seventh Circuit's extensive analysis of both Title IX and the Equal Protection Clause seems a clear indication that the Court will interpret the federal law and the constitution to prohibit discrimination based on gender identity in future cases.

Injunction Standard

A party seeking injunctive relief must meet a two-step burden. First, the party must establish that: (1) he or she will suffer irreparable harm absent preliminary injunctive relief during the pendency of the action; (2) inadequate remedies of law exist; and (3) he or she has a reasonable likelihood of success on the merits. If the party successfully makes that showing, the court then analyzes whether the balance of harm favors the moving party or whether the harm to other parties or the public sufficiently outweighs the moving party's interest.

The Court of Appeals agreed with the district court that Ash would suffer irreparable harm based on expert opinions that detailed the harm he would suffer absent injunctive relief. The Court was also satisfied that Ash demonstrated he had no adequate remedy at law if the preliminary injunction should not issue. The Court rejected the school district's argument that monetary damages could compensate Ash. The Court noted that suicide, which Ash had contemplated, was a potential harm which could not be compensated by monetary damages. The Court also noted that there is no adequate remedy for preventable life-long diminished well-

being and life functioning.

Likelihood of Success on Merits

The Court held that Ash had a likelihood of success under both Title IX and the Equal Protection Clause of the Constitution. A summary of the Court's analysis with respect to each is set forth below.

Title IX

The Seventh Circuit held the statutory text of Title IX, as interpreted by the United States Supreme Court, protects transgender students from discrimination. According to the Court of Appeals, "A policy that requires an individual to use a bathroom that does not conform to his or her gender identity punishes that individual for his or her gender non-conformance, which in turn violates Title IX." The Court's reasoning built on a long line of cases from the United States Supreme Court and other courts holding that "sex stereotyping," that is, treating someone differently because of his or her perceived failure to conform to dominant notions of what it means to be sufficiently male or female, is a form of impermissible sex discrimination. The Court relied heavily on cases interpreting Title VII to reach its conclusion including, *Hively v. Ivy Tech Community College*, a recent case in which the court held that a homosexual plaintiff could state a claim of sex discrimination based upon a theory of sex-stereotyping. (In *Hively*, the entire court, sitting en banc, reversed an earlier 2-1 panel decision on this issue.)

The Court of Appeals rejected the school district's argument that decisions from other courts, which have held transgender plaintiffs can maintain claims based on sex stereotyping, fly in the face of Title IX as Congress has not explicitly added transgender status as a protected characteristic to either Title VII or Title IX, despite having opportunities to do so. The Court noted the United States Supreme Court has rejected this argument, stating congressional

inaction "lacks persuasive significance because several equally tenable inferences may be drawn from such inaction, including the inference that the existing legislation already incorporated the offered change." Therefore, the Seventh Circuit held that congressional inaction is not determinative. In the end, the Court held that the district's policy subjects Ash, as a transgender student, to different rules, sanctions, and treatment than non-transgender students, and therefore it violates Title IX.

Equal Protection Claim

As to Equal Protection, the Court of Appeals stated that while it generally avoids rendering unnecessary constitutional decisions, it felt it was important to address the Equal Protection claim in this case because the district court determined Ash also demonstrated an adequate probability of success on the constitutional claim to justify the preliminary injunction. The significant part of this analysis was that the Court determined that in analyzing the school district's policy under the Equal Protection Clause, the student's transgender status should be entitled to heightened scrutiny because it creates a sex-based classification. In applying heightened scrutiny, the Court rejected the school district's argument that since all boys and girls are treated the same under district policy, the policy does not violate the Equal Protection Clause. Specifically, the Court found the school district treats transgender students, who fail to conform to the sex-based stereotypes associated with their assigned sex at birth, differently – even disciplining them if they choose to use a bathroom that conforms to their gender identity. The Court held that the school district had to demonstrate that its justification for its bathroom policy is not only genuine, but also "exceedingly persuasive." The Court found the school district failed to meet this burden.

In an attempt to justify its differential

treatment of transgender students and to satisfy heightened scrutiny, the school district argued that the purpose of the policy was to protect the privacy rights of other students. The Court rejected this purported justification holding that "the School District's privacy argument is based upon sheer conjecture and abstraction." It noted that Ash had used the boys' restroom for several months without incident or complaint from another student. It was only when a teacher witnessed Ash washing his hands that the bathroom usage became an issue once again in the district's eyes.

Moreover, the Court noted that the policy of forbidding transgender students from using restrooms corresponding to their gender identity "does nothing to protect the privacy rights of each individual student visàvis students who share similar anatomy and it ignores the practical reality of how Ash, as a transgender boy, uses the bathroom: by entering a stall and closing the door." The presence of transgender students does not pose an increased threat of privacy to any other students. The Court noted that refusing to permit Ash to use the restroom corresponding to his male gender identity further stigmatized him and marked him as "different."

Balance of Harms

Having already determined the district court was correct in finding that Ash would suffer irreparable harm, the Court of Appeals needed to determine whether injunctive relief would harm the district and the public as a whole. This balance of harms is measured against the party's likelihood of success. The more likely a party is to succeed on the merits, the less the scale must tip in his or her favor. The converse is also true. The less likely he or she is to win, the more the balance of harms must weigh in his or her favor for an injunction to issue. The Court found that school district had not demonstrated that it would suffer any harm from having to comply with

Continued on page 38

Recognizing Excellence in Wisconsin's Students 2017 WASBO Foundation Scholarship Recipients



WASBO Foundation \$4,000 Matching Scholarship

Megan Wilhorn, Wisconsin Rapids Schools

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Insurance Company

Megan is the President of her high school's KEY Club, and a member of student council, Principal Student Advisory Council and National Honor Society. She will attend Texas Christian University to double major in Spanish and Child Development on a pre-law track.



WASBO Foundation Facilities Management Conference / Joel Konze Memorial \$4,000 Matching Scholarship

Hannah Reilly, Chilton Public School District

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Hannah has been involved in FIRST robotics, Math Team, Science Olympiad, National Honor Society, and Link Crew. She has also participated in varsity tennis and bowling. Hannah will be attending the University of Minnesota-Twin Cities to study aerospace engineering.



WASBO Foundation \$3,000 Matching Scholarship

Brooke Bowser, Barneveld School District

Sponsored by  **BMO** Harris Bank

Brooke is Valedictorian of her class and is an active member of student council, National Honor Society, softball, drama, forensics and 4-H Club. She will be attending the University of Wisconsin-Madison to study environmental sciences and professional writing.



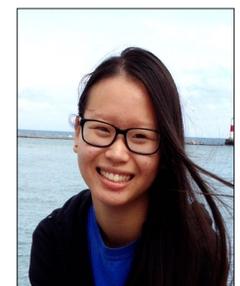
WASBO Foundation \$2,000 Matching President's Scholarship

Presented in honor of WASBO President Pat Finnemore

Justina Cheng, Kenosha Unified School District

Sponsored by  **UnitedHealthcare**

Justina has been active in NHS and NEHS throughout high school, in addition to winning one Gold Key and two Silver Keys in the Scholastic Writing Awards. She has also won several Character Awards for: Tenacity, Integrity, Respect, Leadership and Cooperation; all while being active in her family owned restaurant. Justina plans to major in child psychology at the University of Madison-Parkside.



WASBO Foundation \$1,000 Matching President's Scholarship

Presented in honor of WASBO President Pat Finnemore

Rohit Potineni, Kenosha Unified School District

Sponsored by



Rohit is the President of Board of Directors, Senior Class President, President of Business & Finance Club, Team Captain for Relay for Life, President of National Honor Society and a student advisor of KUSD Budget/Audit/Finance Committee. He also received Student of the Year in BioTechnology and is an AP Scholar with honors. Rohit plans to attend University of Wisconsin-Madison, majoring in business administration/finance.



WASBO Foundation \$2,000 Matching Scholarship

Kathleen Peckham, Richland School District

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Kathleen is Salutatorian of her class, President of the National Honor Society, a four-year class officer, and Badger Girls State Representative. She is active in student council, Key Club, band, choir, track, softball, 4-H Club, and volleyball. She has received the Exemplary Soloist Award at the State Solo & Ensemble contest. Kathleen plans to study business at Edgewood College.



School Business Manager of the Year Award \$1,500 Scholarship

Presented in honor of 2017 School Business Manager of the Year Jill Bodwin

Brittany LaCount, Denmark School District

Sponsored by the WASBO Foundation

Brittany is involved in several aspects of school and community including Big Brothers Big Sisters, volunteering, church involvement, and playing flute and soccer. Her favorite activity is assisting in a third grade classroom to learn skills as a future educator. She will be attending Wisconsin Lutheran College for Elementary Education and Special Education.



WASBO Foundation \$2,000 Matching Scholarship

Darius Namazi, Onalaska School District

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Building Excellence

Darius is involved in several school activities including: National Honor Society, varsity tennis and soccer, quiz bowl, Spanish club, and Future Business Leaders of America. In addition to AP courses, he has taken courses at the University of Wisconsin-La Crosse. He has completed several political internships and will be attending Stanford University to study political science, philosophy and economics.



WASBO Foundation Dr. Bambi Statz Academic \$1,000 Scholarship

Janel DeZarn, Mayville School District, UW-Whitewater Student

Sponsored by



Janel received the scholarship as Director of Business Services. She began the University of Wisconsin-Whitewater School Business Manager Program in Fall 2015 and graduated in May 2017 gaining her 08 license.



2017 WASBO Foundation Scholarship Recipients Continued

Wallace E. Zastrow Award \$750 Scholarship

Presented in honor of 2017 Zastrow Award Recipient Sue Schnorr

Emma Fenrich, Oshkosh Area School District

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Cooperative Educational Service Agency

Emma is involved on her dance team and competed in track this spring. She is a member of the Polaris National Honor Society, Hispanic Honor Society, student council and several additional clubs. She also volunteers within her church and the Salvation Army. Emma plans to major in biology, biomedical sciences or chemistry at an accredited 4-year college.



Wallace E. Zastrow Award \$750 Scholarship

Presented in honor of 2017 Zastrow Award Recipient Sue Schnorr

Austin Heidi, Oshkosh Area School District

Sponsored by  in memory of Deet Braune

C·E·S·A¹⁰
Cooperative Educational Service Agency

Austin is involved in several school clubs including Rotary, FFA, Project West, Trap Shooting and is a DARE Role Model. He also volunteers at the Mercy Health Center hospital pharmacy. He plans to major in chemistry at the University of Minnesota-Twin Cities.



Honoring Excellence in Wisconsin's School Business Officials

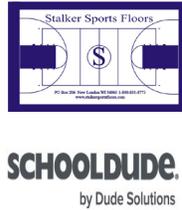


WASBO is fortunate to count among its ranks many outstanding District Professionals who work tirelessly on behalf of their school districts and Wisconsin's children. In recognition of the tremendous work our members perform, WASBO has created several annual awards to honor those who truly go above and beyond in their service to their school district, their community and WASBO. These awards are an opportunity to showcase WASBO members' contributions to their districts, and to provide the public with a better understanding of the exemplary work WASBO members do to benefit students.

In addition to Sue Schnorr receiving the Zastrow Award (front cover), the awards on page 35 were presented during the WASBO Business Meeting at the annual Spring Conference on Friday, May 12, 2017. More information about the Professional Recognition Program can be found at wasbo.com/awards

School Facilities Manager of the Year John Stangler, Pewaukee School District.

The recipient of the 2017 School Facilities Manager of the Year Award is John Stangler of the Pewaukee School District. The award is co-sponsored by Stalker Sports Floors and SchoolDude.com.



John was highly praised by his colleagues for his strong relationships with staff and efforts to engage staff in using a wide variety of tools to increase efforts of clean, safe and energy-efficient classrooms. John has led \$3.7 million in construction projects over the last three years ranging from major school renovations to implementation of football field turf. This, along with his efforts to update HVAC systems, has resulted in energy consumption saving nearly 7% for the 528,000 sq. ft. of district facilities.

John has earned his WASBO Facilities Manager Certification and Certified School Risk Manager designation, presented at several WASBO conferences and is active in the Wisconsin School Safety Coordinators Association.



Steve Stalker, Stalker Sports Floors, (left) presents the Facilities Manager of the Year Award to John Stangler, along with WASBO President Pat Finnemore (right).

Safety, Security & Wellness Award West Bend School District

The 2017 Safety, Security & Wellness Award was presented to the West Bend School District for the activities of the school district safety committee. The award is sponsored by M3 Insurance.



The West Bend School District's safety committee had previously established three levels of annual walkthroughs to increase awareness of workplace safety, including safety presentations, newsletters and annual surveys. However, the district continued to see MOD rate increases and a large consumption of budget towards insurance premiums. The safety committee needed assistance: they needed student involvement.

The committee worked closely with three high school students to create safety videos on topics including lift and carry, seasonal footwear, and housekeeping violations. The idea was to focus on highly frequent incidents and use students and staff throughout the district to participate in and create the videos.



Brittany Altendorf (center) accepts the Safety, Security & Wellness Award on behalf of the West Bend School District. The award is presented by Marty Malloy, M3 Insurance (left) and WASBO President Pat Finnemore (right).

Business Services Award Pulaski Community School District

The 2017 Business Services Award was presented to the Pulaski Community School District for their Field of Dreams Athletic Project. The award is sponsored by Baird Public Finance. Jill Bodwin, Director of Business Services, accepted the award on behalf of the district.



The Field of Dreams Athletic Project is a \$5.6 million project that includes renovations and development of a football stadium, track, two baseball diamonds, three tennis courts, and a soccer complex. The Steering Committee and community have raised over \$3.6 million to date and have funded the first phase, despite the defeat of four referendums over the past seven years.



Jill Bodwin (center) accepts the Business Services Award on behalf of the Pulaski Community School District, presented by Debby Schuffletowski, Baird Public Finance (left) and WASBO President Pat Finnemore (right).

WASBO Spring Conference

May 11-12, La Crosse Center, La Crosse



The WASBO vision, mission and culture were evident as the WASBO Spring Conference took place along the river front in downtown La Crosse as WASBO celebrated 70 years. The celebration was evident with over 260 attendees and 123 exhibitors gathering not only for professional development, but also exhibits, networking, award presentations and the bi-annual business meeting.

For the first time all members were invited to attend the President's Recognition Dinner and 70th Anniversary Celebration at the Waterfront's Cargill

Room to celebrate WASBO members. The culture of WASBO was apparent as past leaders of WASBO shared their memories, experiences and camaraderie while encouraging newer WASBO members to grow as leaders and become involved in the organization. Next year's Spring Conference will take place May 17-18 at the Kalahari in Wisconsin Dells.



Key Benefit Concepts won first place for best incorporation of the theme "70 Years Strong" and receives a free 2018 exhibit booth. Rinderle Door won second place with a free 2018 golf hole sponsorship, and CTS Group took home third place with a free 2018 golf participant registration.

WASBO - 70 Years Strong							
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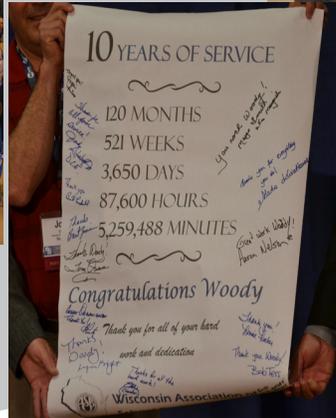
Sessions & Exhibits

Woody Wiedenhoeff Recognition Lunch



The WASBO family celebrated Woody at Thursday's lunch as leaders from ASBO, SAA and WASBO recognized him for serving as Executive Director for 10 years. Once again the culture of WASBO members was expressed as Woody was honored for his service.

Woody's family made a surprise appearance to honor him as well. Lunch featured maple long johns and milk (Woody's favorite snack!)



**President's
Recognition
Dinner/WASBO
70th Anniversary
Celebration**

Over 270 guests attended the evening's events which included a live band, plated dinner, WASBO birthday cake and a surprise conclusion.



Guests ended the evening of networking and Past President recognition with a surprise firework show over the Mississippi River.

Transgender Student's Right

Continued from page 31

the district court's injunction order nor had it established the public as a whole would suffer harm. The harms identified by the school district were speculative. The Court of Appeals took notice of statements in briefs filed by amici ("friends of the court") from district administrators from twenty-one states and the District of Columbia who are collectively responsible for educating approximately 1.4 million students. The district administrators reported that the frequently-raised and hypothetical concerns about a policy that permits a student to utilize a bathroom consistent with his or her gender identity have simply not materialized. Rather, in the combined experience of the district administrators, all students' needs are best served when students are treated equally.

How Districts Should Proceed

As OCR has withdrawn its transgender

student guidance and the Supreme Court has decided not to hear the earlier Fourth Circuit case, the Seventh Circuit decision is the leading guidance for school districts in Wisconsin. Many school districts have already adopted policies that prohibit discrimination on the basis of gender identity. Other school districts continue to deal with such students on a case-by-case basis as those situations arise.

In moving forward, school boards should first review existing policies. All districts are already required to have a policy which prohibits discrimination on the basis of sex. If a district has a policy prohibiting discrimination based upon sex, that does not specifically address "gender identity," the policy can stand and the district can enforce it consistent with the Seventh Circuit decision by including gender identity in the definition of "sex." The policy could also be revised specifically to include

"gender identity" as a protected class if the school board desires. If a district has a policy that addresses discrimination based on gender identity, the district should continue to enforce it.

While this decision could be appealed to the United States Supreme Court, it seems unlikely that the Court would hear the case. Accordingly, this decision is likely to stand and more transgender students in Wisconsin may seek the protection of the courts to enforce their rights should these same issues arise. 🇺🇸

For more information on this article, contact an attorney at Boardman & Clark LLP by visiting boardmanclark.com

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2017 Facilities Manager Certification Recipients

The 2017 recipients of the WASBO Facilities Manager Certification were recognized May 12 during the Spring WASBO business meeting. Presenting their certificates were Joe Ledvina and Dave Hoh of the WASBO Facilities Committee.

- **Roger Berth**, Head Custodian, Ashwaubenon School District
- **Robert Bunzel**, Facility Manager, School District of Waukesha
- **Jeff Butler**, Director of Facility and Grounds, Sun Prairie Area School District
- **Kenneth Carley**, Safety & Grounds Coordinator, School District of Omro
- **Chad Carriveau**, Facility Manager, School District of Waukesha
- **Steve Cianciolo**, District Operations Manager, Muskego-Norway School District
- **Jordan Dunham**, Custodian/Maintenance, Winneconne Community School District
- **Dave Gerberding**, Business Manager, Somerset School District
- **Tim Graffin**, Service Technician, Masters Building Solutions
- **Thomas Federer**, Buildings and Grounds Superintendent, University of Wisconsin-Whitewater
- **Benjamin Hill**, Director of Buildings & Grounds, Kiel Area School District
- **Richard Hiltunen**, Buildings and Grounds Superintendent, Wisconsin Resource Center
- **Erik Hultquist**, Head Custodian, School District of New Berlin
- **Gage Johnson**, Head Custodian, School District of Greenfield
- **Brad Kettler**, Custodial/Maintenance, Platteville School District
- **Angela Knapp**, Facility Foreman, School District of Menomonee Falls
- **Adam Krieger**, Director of Facilities/Engineer, Neenah Joint School District
- **Bill Kuchan**, Maintenance Supervisor, Whitewater Unified School District
- **George Leopold**, District Maintenance Supervisor, Somerset School District
- **Jerry Linneman**, Facilities Manager, Salem School District



WASBO Facilities Manager Certification recipients after receiving their certificates on May 12.

- **Greg Maroo**, Director of Buildings & Grounds, Oconomowoc Area School District
- **Janelle Marotz**, Business Manager, Denmark School District
- **Tim Merrill**, Buildings and Grounds Supervisor, Central/Westosha UHS
- **Aaron Nelson**, Finance Manager, D.C. Everest Area School District
- **Jeff Nestor**, Building Services Manager, Eau Claire Area School District
- **Darryl Petersen**, Building Services Manager, Eau Claire Area School District
- **Nathan Walla**, Building Services Manager/District Security Manager, Eau Claire Area School District
- **Josh Wensing**, Facility Manager, School District of Waukesha

ACTIVE SHOOTER RESPONSE TRAINING INSTRUCTOR COURSE

Hosted By: Hartland-Lakeside J3 School District

ALICE (Alert, Lockdown, Inform, Counter, Evacuate) is a set of proactive, options-based strategies, that increase your chances of survival during a violent intruder or Active Shooter event. For 14 years, the ALICE Training Institute has provided violent intruder response training to individuals and organizations across the nation.

This 2-Day Instructor training course is designed to teach law enforcement as well as school, church, hospital and workplace administrators and employees skills and strategies that bridge the gap between the time a violent event begins and law enforcement arrives.

WHEN: 8/15/2017 - 8/16/2017 8:00 AM – 4:00 PM

WHERE: Hartland South Elementary

651 E. Imperial Drive

Hartland, WI 53029

COST: \$595.00 per person

REGISTER AT: www.AliceTraining.com (click to register)

PHONE: 330-661-0106

- **Background:** You will become knowledgeable in statistics and information about active shooter situations and why ALICE training is effective.
- **ALICE Concepts:** We will deliver a detailed overview of ALICE training and the liability of proactive vs. passive response strategies.
- **Physical Drills:** You will experience live scenario drills that compare passive vs. active responses.
- **Effective Training:** You will learn the strategies and be provided with materials to become an effective ALICE Instructor in your own organization.

The ALICE Training Institute

phone: 330-661-0106 | email: info@AliceTraining.com | www.AliceTraining.com

Tools for New Business Staff — and Teams!



YEAR of SUCCESS

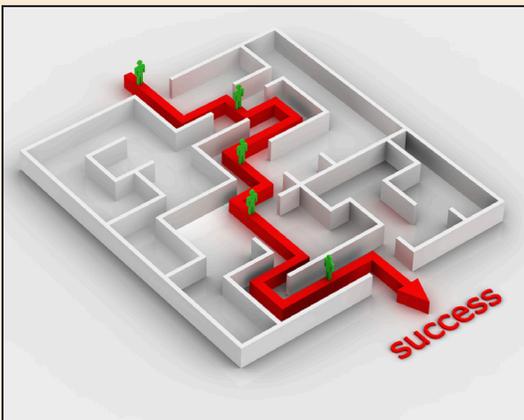
Starts this August

WASBO's Year of Success is a **six-conference package** designed to offer new business managers, bookkeepers, and district administrators with the **timely knowledge** they need to **succeed** in a typical school business office year.

The WASBO Year of Success Program offers a substantial savings — approximately 25% — over individual conference registrations. The program includes full registration to six WASBO conferences which contain material specific to new business office staff:

- New School Administrators & Support Staff Conference • Aug 16-17, 2017
- Fall Conference • Oct 5-6, 2017
- School Business Management: Winter at a Glance • Dec 5, 2017
- Wisconsin Federal Funding Conference • Feb 26-27, 2018
- Accounting Conference • March 14-15, 2018
- Spring Conference • May 17-18, 2018

WASBO.com/Success



NEW School Administrators & Support Staff Conference

Coming to Stevens Point August 16-17

If you are a **new business official, superintendent** or **business staff person** in your district, the WASBO New School Administrators (business manager or superintendent) & Support Staff Conference on August 16-17 in Stevens Point should be on your calendar.

Solidify your knowledge and your team. While this conference is for new school district administrators, school business officials, and business support staff who are responsible for tasks related to school finances, veteran personnel can benefit as well. Viterbo University graduate credit is available.

Register NOW at WASBO.com/NewAdmin



Mentorship

Annual Training for Mentors & Protégés

WASBO offers a Mentorship Program which fulfills the **PI34** requirement for **formal mentoring** for licensed (08) school business officials. Mentorship is open to all WASBO members.

The annual Mentorship Program Orientation will take place on Aug. 15 in Stevens Point. Explore the benefits of mentorship and the best practices for establishing a professional mentoring relationship.

Sign up as a Protégé or Mentor at WASBO.com/NewAdmin.

WASBO.com/Mentorship

Make the Most of Your WASBO Membership: Get Involved!



Dear WASBO Members:

Being a WASBO member has a lot of benefits, but taking your membership one step further can greatly expand those benefits! Becoming active as a committee member, presenter and board member has granted countless opportunities for me to grow both professionally and personally. It can for you as well! I encourage you to fully reap the benefits of your membership by becoming

actively involved in WASBO and take that first step in becoming a leader in your professional organization.

WASBO is a professional association that depends on the willingness of its membership to play an important role in planning and carrying out its numerous functions. We do not rely on an expensive dues structure or a large number of salaried staff. We divide our activities and services into manageable pieces. A lot of people give their time and talents to keep WASBO a responsive and healthy organization.

Please consider serving on a WASBO committee or sharing your expertise at a conference during this upcoming fiscal year. Whether you are new to WASBO or have been involved for years, please submit committee membership requests and/or calls for presentations to help keep your organization strong.

Through service, you will make many great connections with colleagues from across the state and it will enhance your growth as a professional. By sharing your expertise, you will be serving your peers and helping them become better professionals.

I know that everyone is busy and pulled in many different directions, so the thought of volunteering even more of your time to WASBO may seem like an unnecessary time commitment. I can guarantee it will be time well spent, and you will get more out of the experience than you could have ever imagined.

Jason Demerath
WASBO President, 2017-18

Available Committees:

- Accounting
- Ad Hoc
- Fall Conference
- HR Certification
- Membership
- Member Resources and Professional Improvement
- Payroll Certification
- Retirement
- Safety and Risk Management
- School Facilities
- School Finance Puzzle Planning Committee
- School Personnel Academy
- Spring Conference
- State Education (Joint Convention)
- Service Affiliate
- Transportation

Committee Participation

WASBO offers a variety of committees which plan conferences, develop policy positions, and provide direction on membership needs. From these varied options, you are sure to find a committee matching your interests as well as your available time. For additional details on each committee's mission and goals and to indicate your interest in joining a committee, visit WASBO.com/committees.

Conference Presentations

WASBO provides programming for 12 or more conferences every year and is therefore continually considering presentation topics. If you are interested in presenting at one of WASBO's professional development activities, please complete the online form at WASBO.com/present. Final programming decisions are made by the appropriate planning committee for each event.

Selection criteria includes, but is not limited to:

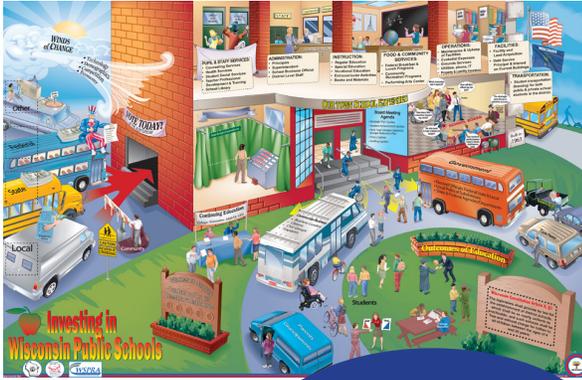
- Presentation meets the planning criteria of the conference planning committee
- Presentation is informative in nature (not a marketing pitch)

Professional Articles

We also look for members to submit articles for our newsletter, Taking Care of Business. Learn more at WASBO.com/newsletter.

Go to WASBO.com or call 608.249.8588 to maximize your membership through participation!

Investing in Wisconsin Public Schools



An award-winning, hands-on tool to provide an understanding of the variables, stakeholders and nuances of financing Wisconsin's public schools.

For More Information and Pricing
www.WASBO.com/InvestingInSchools

Collaboratively developed by:



Upcoming WASBO Events

Professional Development

Custodial & Maintenance Conferences

- June 21, Waunakee High School, Waunakee (Module 4)
- July 12, Logan High School, La Crosse (Module 6)
- July 19, University School of Milwaukee, Milwaukee (Module 1)
- July 26, Amherst High School, Amherst - Tomorrow River SD (Module 2)

Mentorship Program Orientation

August 15 - Holiday Inn, Stevens Point

New School Administrators & Support Staff Conference **

August 16-17 - Holiday Inn, Stevens Point

ASBO International Annual Meeting **

September 22-25 - Denver, CO

WASBO Fall Conference **

October 5-6 - The Osthoff Resort, Elkhart Lake

Midwest Facility Masters Conference **

October 30-31 - Kalahari Resort, WI Dells

SFO Study Group

December 5 - Madison Marriott West, Middleton

Winter at a Glance

December 5 - Madison Marriott West, Middleton

WASBO/WASPA School Personnel Academy **

December 6-7 - Madison Marriott West, Middleton

Scholarship Fundraisers

Fall Golf Fundraiser

October 4 - Quit Qui Oc Golf Club

Fall Bike Fundraiser

October 4 - Old Plank Road Trail

Certified School Risk Managers (CSRM) Courses **

Fundamentals of Risk Management

Sept. 20, 2017 - Wildwood Lodge, Pewaukee

Handling School Risks

Sept. 21, 2017 - Wildwood Lodge, Pewaukee

Measuring School Risks

Oct. 18, 2017 - Wildwood Lodge, Pewaukee

Funding School Risks

Oct. 19, 2017 - Wildwood Lodge, Pewaukee

Administering School Risks

Nov. 15, 2017 - Wildwood Lodge, Pewaukee

Workers' Compensation

Nov. 16, 2017 - Wildwood Lodge, Pewaukee

** Viterbo University graduate credit available

Visit WASBO.com for future opportunities!

Invest in yourself and your district by attending WASBO professional development.

One total solution

that reduces your risk.

Last year, we performed work for **34** of Wisconsin's largest school districts.



Mechanical & Fire Protection Services

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2017 Certified School Risk Managers (CSRM) Designees

New Certified School Risk Managers designees were recognized during the Spring WASBO business meeting on May 12. The designees received their certificates from Jodi Traas, MS, CSRM, and Jill Bodwin, CSRM, of the WASBO Safety & Risk Management Committee.



CSRM recipients after receiving their certificates on May 12.

- **Kevin Bahr, CSRM**, Director of Facilities, Pulaski Community School District
- **Dave Betz, CSRM**, Director of Business Services, Wilmot Union High School District
- **Jilleen J. Bodwin, CSRM**, Director of Business Services, Pulaski Community School District
- **Mark Boehlke, CSRM**, Assistant Superintendent of Business and Operations, Sheboygan Area School District
- **Nathan Carlson, CSRM**, Facility Manager/Electrician, Howard Suamico School District
- **Robert J. Chady, CSRM**, Business Manager, Marshall Public Schools
- **Soukavanh Lynn Chiu, CSRM**, Sales Manager, TCU Insurance Agency
- **Chris Edward Collar, CSRM**, Safety and Security Coordinator, Green Bay Area Public School District
- **Hope David, CSRM**, District Accountant, Richfield Jt. #1 School District
- **Michael Drevlow, CSRM**, Director of Technology, School District of Marshfield
- **Michele Eilbes, CSRM**, Business Manager, Campbellsport School District
- **Renee Hargrove, CSRM**, Associate Executive Director, Berea College
- **Dave Hoh, CSRM**, Custodial Supervisor, Oshkosh Area School District
- **Scott Johnson, CSRM**, Director of Buildings & Grounds, West Salem School District
- **Marta Kwiatkowski, SFO, CSRM**, Director of Business Services, School District of Rhinelander
- **Patrick L. Miller, CSRM**, Director of Business Services, School District of Shorewood
- **Davita Jo Molling, CSRM**, Director of Finance, School District Of West Salem
- **Aaron Nelson, CSRM**, Finance Manager, D.C. Everest Area School District
- **Shelli Reilly, CSRM**, Comptroller, Hamilton School District
- **Janet L. Rosseter, CSRM**, Executive Director of Business Services, School District of La Crosse
- **Pat Saucerman, CSRM**, Director of Business Services, School District of Marshfield
- **Mark Schneider, CSRM**, Commercial Lines Agent, Brennan & Stuart
- **Bridget Lea Sneen, CSRM**, Project Management Coordinator, CESA #10
- **Jeremy J. Struss, CSRM**, Director of Business Services, Swallow School District
- **Kelly Stumbris, CSRM**, Business Manager, School District of Wausaukee
- **Matthew Alyn Sylvester-Knudtson, CSRM**, Financial Analyst/Grants Manager, School District Of Janesville
- **Diana Michelle Taylor, CSRM**, Business Manager, Hartland-Lakeside School District
- **Pamela Tesch, CSRM**, Director of Business Services, Pittsville School District
- **Sara Thiel, CSRM**, Business Manager, Iola-Scandinavia School District
- **Deirdre Wells, CSRM**, Superintendent, School District of Marshfield
- **Barb Wilson, CSRM**, Director of Human Resources, Unified School District of Marshfield
- **Kimberly Ziembo, CSRM**, Director of Teaching and Learning, School District of Marshfield



2017 WSBA CONVENTION

June 19-21

Chula Vista Resort, Wisconsin Dells

Wisconsin School Bus Association will be holding the Annual Convention Monday, June 19 through Wednesday, June 21.

We look forward to having you with us!

Reserve your room today by calling Chula Vista Resort at: 855.994.8683

Request Group Block #E47206.

Room Rates: \$139 - Tower Jr. Suite; \$259 - 2 Bedroom Condo

Block expires May 19



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SPECIALIZING IN FOOD SERVICE SOLUTIONS FOR SCHOOLS

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www.aviands.com

Certified School Risk Managers Designation Series

CSRMS series held at the Wildwood Lodge, Pewaukee
N14 W24121 Tower Place, Pewaukee, WI 53072

Each session is \$185; light breakfast and lunch available for \$16

- Fundamentals of Risk Management • Sept. 20, 2017
- Handling School Risks • Sept. 21, 2017
- Measuring School Risks • Oct. 18, 2017
- Funding School Risks • Oct. 19, 2017
- Administering School Risks • Nov. 15, 2017

CSRMS/CSIR Update Credit – anyone may attend
Workers' Compensation • Nov 16, 2017, Wildwood Lodge, Pewaukee

Register at WASBO.com/riskmanagement

Welcome New Members • April - May 2017

District Professional Members

- **Louis Fortier**, Night Engineer, La Crosse SD
- **William Fredericks**, Head Custodian, Waukesha SD
- **Mike Freybler**, Energy & Student Transportation Manager, La Crosse SD
- **Gary Malchow**, Building Manager, Mukwonago Area SD
- **Kati Zahringer**, Stockbridge SD

Service Affiliate Members

- **Rob Brown**, Account Executive, Nexus Solutions
- **Thomas Gernetzke**, Principal Consultant, Building Envelope Professionals Group, LLC
- **Jeff Green**, President, SafeDefend, LLC
- **Alyssa Hrubes**, Safety Consultant, TRICOR Insurance
- **Anne Krueger**, Senior Account Manager, Prevea360 Health Plan

- **Jim Perras**, Principal, Consolidated Construction Company
- **Joni Peterson**, Account Executive, WEA Trust
- **Megan Prestebak**, Business Development Specialist, Education; Miron Construction Co., Inc.
- **Jamie Vos**, Vice President, Treasury Management; Wintrust Financial
- **Dave Young**, Resident Vice President, EMC Insurance Companies

Member Moves and Retirements

On the Move

- **Wendy Brockert**, from Director of Business Services, Fond du lac SD, to Business Manager, Lake Mills Area SD
- **Janet Rosseter**, from Executive Director of Business Services, La Crosse SD, to Assistant Superintendent of Operations, Sun Prairie Area SD
- **Dotty Schulz**, from District Accountant, Chippewa Falls Area Unified SD, to Finance Director, CESA 10
- **Margo Smith**, from Business Manager, Northland Pines SD, to 4532 Crossing LLC

Retired

- **Jim Sutton**, Architect, Groth Design Group

Keep us Posted!

Retiring? Contact WASBO before you leave so we can update your member type to retired and get your new contact information. Email Kristin Hauser at kristin.hauser@wasbo.com. If you are interested in being added to our interim list, send an email to Woody Wiedenhoef at woody.wiedenhoef@wasbo.com.

Changing Districts? Be sure to update your profile at WASBO.com so you don't miss any communications. Call 608.249.8588 if you need help. 🇺🇸

Watch Your Email for Your Membership Renewal Notice

To continue receiving the benefits of WASBO membership, including your subscription to Taking Care of Business, be sure to renew for 2017-18. Your dues invoice will arrive via email by mid-June, so be sure to watch for it! When you are the only one in your district who does your job, you need to stay connected to your colleagues across the state who are facing the same challenges. If you need help with your dues renewal, please give us a call at 608.249.8588.



Your 2017 SFO Action Plan Starts Here

Make this year to become a Certified Administrator of School Finance and Operations® (SFO®). Earn your SFO by September and get reimbursed for Exam Part 1—a \$195 value!



Stay Connected



Right of First Refusal Process

Service Affiliate members who provide sponsorships receive a Right of First Refusal opportunity to sponsor again the following year. In an effort to increase efficiency and improve communication between WASBO and Service Affiliate members, we are modifying the Right of First Refusal process from past years. Right of First Refusal will take place on a quarterly basis. This new process allows for advanced planning and budgeting for both WASBO and sponsors, as well as a greater opportunity for new Service Affiliates to sponsor a professional development opportunity. For more information on this process and to view the Right of First Refusal schedule, visit wasbo.com/sponsor.

Questions? Contact Clare May, clare.may@wasbo.com or 608.729.6632.

Interim Assignments

As school business officials (business managers, bookkeepers, facility directors and other critical positions) take new positions or retire, the districts they depart are left with a void. In addition, many districts are in need of consulting help on project or oversight work. These districts are in need of assistance from interim school business officials until their openings are filled or specific projects are completed. If you would like to be considered, please send a one-page resume and other pertinent details to Woody at woody.wiedenhoeft@wasbo.com.

Network by Participating on a WASBO Committee

Meet professional school colleagues and service affiliates, share ideas, enhance WASBO services and enrich your professional development. Serve on a WASBO committee — you'll do all that, and more. Find out more at WASBO.com/committees. Contact Kristin Hauser at kristin.hauser@wasbo.com.

“

Coming together is the beginning. Keeping together is progress. Working together...is success.

~ Henry Ford

Submit a Newsletter Article

Has your school district implemented a new practice? Do you have a story to tell? Share your experience by writing an article for *Taking Care of Business*. Email your submission to Clare May, clare.may@wasbo.com.

Mentorship Program

New professionals are entering the field regularly. If you know of someone new in your region who could use the help of a mentor, contact WASBO's Mentor Coordinator, Mary Jo Filbrandt, at maryjo.filbrandt@wasbo.com. For a school facilities mentor, contact Joe Ledvina at jledvina@lacrossesd.org or Dave Hoh at david.hoh@oshkosh.k12.wi.us.

Renew your membership for 2017-18!
Log in at WASBO.com,
check your profile and
update your communication preferences!

Say "Yes" to Dual Benefits

When you renew with your affiliate ASBO, check the box for ASBO International Membership. With one payment, you can participate in both organizations—doubling the tools, resources, and colleagues you can call on to help you in your everyday responsibilities. Together, we can effectively manage resources to give every child the power of education.

With the increasing responsibilities and fewer staff, the help and expertise that I gain through ASBO membership is priceless.
Peter Willcoxson Sr., RSBA, White Bear Lake Area Schools (MN)

Association of School Business Officials International www.asbintl.org



Wisconsin Association of School Business Officials
4797 Hayes Road, Suite 101
Madison, WI 53704

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Upcoming Events - WASBO.com

Professional Development

Custodial & Maintenance Conferences

June 21 - Waunakee High School, Waunakee
July 12 - Logan High School, La Crosse
July 19 - University School of Milwaukee, Milwaukee
July 26 - Amherst High School - Tomorrow River SD, Amherst
Mentorship Program Orientation
Aug. 15 - Holiday Inn, Stevens Point
New School Administrators & Support Staff Conference
Aug. 16-17 - Holiday Inn, Stevens Point
ASBO International Annual Meeting
Sept. 22-25 - Denver, CO
WASBO Fall Conference

Oct. 5-6 - The Osthoff Resort, Elkhart Lake
Midwest Facility Masters

Oct. 30-31 - Kalahari, WI Dells
SFO Study Group

Dec. 5 - Madison Marriott West, Middleton
Winter at a Glance

Dec. 5 - Madison Marriott West, Middleton
WASBO/WASPA School Personnel Academy

Dec. 6-7 - Madison Marriott West, Middleton

Certified School Risk Managers (CSRMs)

Courses (Viterbo Credit) - 2017 Fall classes at

Wildwood Lodge, Pewaukee

Fundamentals of Risk Management

Sept. 20

Handling School Risks

Sept. 21

Measuring School Risks

Oct. 18

Funding School Risks

Oct. 19

Administering School Risks

Nov. 15

Workers' Compensation

Nov. 16

Buildings & Grounds Group Meetings

Coulee Region - First Thursday of the month.
Meetings start at 10 am.

Milwaukee Metropolitan- Meetings are the third Thursday of the month.

Committee Meetings

Safety & Risk Management

All meetings at 11:45 am, WASBO Office in Madison unless otherwise noted. Aug 1, 2017; Oct 10, 2017; Jan 9, 2018; April 3, 2018; Aug 7, 2018

School Facilities

All meetings at 9:30 am, WASBO Office in Madison unless otherwise noted. Aug 1, 2017; Oct 10, 2017; Jan 9, 2018; April 3, 2018; Aug 7, 2018

Spring Conference

Meeting at 2 pm in the WASBO Office, June 15, 2017

Midwest Facility Masters Conference

Meetings at 10 am by conference call unless otherwise indicated. Aug 3, 2017; Sept 7, 2017

Transportation

Meeting at 10 am in the WASBO Office, June 28, 2017

School Personnel

Meeting at 10 am in the WASBO Office, June 27, 2017; July 31, 2017 (meeting at 2 pm); Aug 29, 2017

State Education Convention

All meetings at 9 am by conference call unless otherwise indicated, June 13, 2017; June 20, 2017

Regionals

Check WASBO.com for details.

Bay Area/Northeast - Meetings start at 9 am.

Madison Area - Meetings start at 9 am at Stoughton Area School District.

Northwest - Meetings start at 10 am at Lehman's Supper Club in Rice Lake.

Southeast - Meetings at 1 pm.

Southwest - Meetings start at 9 am at CESA 3.

West Central - Meetings from 9 am - 1:30 pm at Sparta Area SD Admin & Education Center.

WI Valley - Coffee at 9 am, Meeting at 9:30 am. Aug 18, 2017, Antigo