



# 2017 Annual Report

WASHINGTON STATE SCHOOL DIRECTORS' ASSOCIATION

## FROM THE PRESIDENT

# Building the future

**2** 017 is in the rear view mirror. Once again we are well into another productive year! Looking back, we worked hard and moved forward in several areas.

Legislatively, we witnessed changes at both the state and federal levels. As we navigate through these changes, we are still in unknown waters hoping things will smooth out, and at the end of the day, we will all have a few more dollars in our budgets to support much needed programs for our students.

As for the work we did within WSSDA, that's where I can get excited! Your board of directors took a lot of time working collaboratively to bring a new Mission, Vision, Goals and Beliefs to Delegate Assembly for member approval. Updating those guiding elements of our association was something I felt was important to accomplish. We need to make sure the work of WSSDA yields relevant and meaningful tools and services so we can support you in serving your local districts.

Coming to agreement on these guideposts for our work gives us a more focused approach in our everyday effort. Students may only be in class for 180 days, but we work for them all year long. Our staff does an amazing job bringing our goals to fruition. They now have a clear view of where we want to go along with the pathway to get there.

And speaking of staff, concurrent with restructuring our mission, vision and goals, we also completed a restructuring of our staff. I feel very good about how intentional we were with each decision. While redesigning job descriptions and departments to better serve today's needs, we also considered what we might want to do next. Streamlining was a central theme of that work, and the outcome, as our executive director would say, "we're a little leaner and a little meaner."

Another part of our agency that will get a little leaner is the new WSSDA headquarters building! We are in the beginning stages of constructing a headquarters that will be about 25% smaller than the old building, but provide 75% more meeting space. With thoughtfully designed meeting space comes the opportunity to generate revenue. By renting out the space, the building will help pay for itself. We've paid off the old mortgage, and effectively saved money over the years to help fund this project. And those savings are not from member dues! Our savings are from revenue generated by the work of our amazing staff.

With a renewed mission, vision, goals, staff and headquarters, 2017 was pretty good for WSSDA! We're well positioned to better serve our membership, and anyone else eager to join us in supporting public education.



**Joanne Greer**  
WSSDA President, 2017

FROM THE EXECUTIVE DIRECTOR

# Keeping our heads held high

**A** parable is told of an old farmer who owned a mule. One day, the mule fell into the farmer's well. The farmer knew it was hopeless to try to hoist the mule out, so he decided that his only option was to fill the well with dirt, burying the mule, and putting it out of its misery. As the farmer started to shovel dirt into the well, the mule went hysterical thinking that his fate was sealed. As dirt fell into the well, hitting the mule on the back, the mule had a thought. He should just shake the dirt off and step up. So each time the farmer tossed a shovel full of dirt into the well, that's just what the mule did. He summoned all of his energy, shook the dirt off, and stepped up. This went on for hours, and at times the mule barely had the strength to move, but he kept shaking it off and stepping up. By the end of the day, the exhausted mule successfully stepped gently out of the well.

This past year sure felt a little like standing in that farmer's well. Whether it was the changes to education funding brought about by the passage of EHB 2242, confusion and uncertainty over levies, the loss of a state salary schedule, or a myriad of other things that tried to bury us, we refused to accept that our fate was sealed. We shook it off and stepped up.

Now, as we move forward we must put on a happy face and remember that the challenges that remain are adult problems, not those of children. It is our job as the adults to shoulder the burden of solving these problems. Children just want to be loved, learn, and be happy. Our main focus as educational leaders must remain the children whom we serve. Now, more than ever, our children need to see smiles on our faces and hear encouraging words in our voices.

Thank you for continuing to do good things for kids each day.



*Tim Garchow*

**Tim Garchow**  
**WSSDA Executive Director**

## A LOOK BACK AT 2017

# WSSDA's TOP accomplishments



### Record attendance for Annual Conference

At our 2017 Annual Conference, we set a new record for attendance with 1,179 attendees! The Pre-conference attendance contributed to this new record with an all-time high of 377 attendees. Student representative attendance also continues to grow reaching 63 in attendance this year. Contributing to the strength of pre-conference participation was our first-ever, full-day Law Conference and the fully booked, and profound, Challenges of Poverty session led by our own Colleen Miller and Martha Aitken, Senior Associate, Metropolitan Center for Applied Research and Extension, Washington State University.



### Highest number of high achievers

Leadership WSSDA 2017 had the highest number of graduates since 2010. The 2017 cohort came from across the state representing the west, east and central Washington state. Growth of this premier program for improving the expertise and leadership capacity of school directors is a testament to the dedication of our members. In fact, many education leaders have come out of this program, including nine WSSDA presidents, numerous WSSDA Board and committee members, state board members and even a handful of legislators.



### First time licensing intellectual property

For the first time in our history, the WSSDA Board Self-Assessment was licensed to other state school board associations across the country. This milestone is the latest fruit of WSSDA's entrepreneurial efforts to generate revenue for members as opposed to from members. This revenue will support WSSDA's operating costs and help us keep the rate for member dues untouched.



### First-in-the-nation curriculum

The Leadership Development branch began a multi-year curriculum development project titled WSSDA OnBoard. In 2017, we established a framework for a curriculum that aligns with our standards and Board-Self Assessment. This first-in-the-nation undertaking will give boards a bridge between their assessment results and the Washington School Board Standards. Our intention is to follow the model set by the self-assessment, and eventually license WSSDA OnBoard to associations in other states.

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### New headquarters

After years of study and consideration by the WSSDA Board and agency staff, the board approved plans to replace the 40 year-old WSSDA headquarters. Following competitive requests for proposals, a construction management firm, architect, and builder were selected and work started. When WSSDA appeared before to the state's Project Review Committee (PRC) seeking permission to use a design-build construction model, one PRC member stated, "This is the quickest and most efficient way to carry out a project of this size, particularly for a state agency."



### New software

WSSDA partnered with three other associations to develop a comprehensive suite of software that will allow the agency to completely modernize its bookkeeping, communications, data management and more. As an early adopter and development partner, WSSDA will enjoy a reduced fee. We anticipate a late 2018 launch of the software.



### New culture

After hiring a new executive director in late 2016, WSSDA hired six new staff members in 2017 as veterans of the agency retired or departed. With almost half of the agency new, staff went through guided exercises to develop relationships and a shared culture that will carry WSSDA into a new chapter of its illustrious history.



### New ideas

With an influx of new staff came an influx of new ideas, and questions. As staff began to reexamine the agency from top to bottom, "Why WSSDA?" and "Why *Direct*?" were just two of the simple, but significant questions posed. From these inquiries, the Why WSSDA? "menu" of services was born to help articulate the myriad services and supports provided by the agency. Additionally, a new approach to the association newsletter, *Direct*, was born. Moving to a quarterly schedule, the aim is to provide more member-generated and member-centric content to help districts learn from and about each other.



### A new reality

The historic basic education funding bill, EHB 2242 was passed. Simultaneously marking the end and beginning of an era, WSSDA members and staff did everything in their power to bring about a thoughtful, equitable outcome. School directors, district staff and educators from across Washington visited Olympia, met with legislators, wrote letters, hosted tours of schools and more. All that work also helped bring about an updated public records act plus legislative action to support districts with siting new schools outside of Urban Growth Areas. The advocacy effort WSSDA and its members put into three special legislative sessions was unprecedented. As we navigate the implications of EHB 2242, may our collective advocacy effort continue to grow.

**FINANCIAL REPORT**

# Highlights

- **ANNUAL CONFERENCE PROVIDED REVENUE**  
of \$640,655 with an expense of \$586,798
- **FINAL MORTGAGE**  
payment was made by the association in June 2017
- **NO ANNUAL DUES INCREASE**
- **AN OPERATING SURPLUS**  
allowed WSSDA to set aside another \$200,000 for facility costs



## FINANCIAL REPORT

## Statement of Net Position

	Governmental Activities		
<b>ASSETS</b>	<b>2017</b>	<b>2016</b>	<b>Increase (Decrease)</b>
Cash and Investments	\$3,383,816	\$3,286,554	\$97,262
Other Current Assets	192,609	172,003	20,606
Capital Assets (Net of Depreciation)	1,174,603	1,159,906	14,697
<b>TOTAL ASSETS</b>	<b>\$4,751,028</b>	<b>\$4,618,463</b>	<b>\$132,565</b>
<b>LIABILITIES</b>			
Current Liabilities	\$192,450	\$169,016	\$23,434
Long-Term Liabilities	88,354	197,212	(108,858)
<b>TOTAL LIABILITIES</b>	<b>\$280,804</b>	<b>\$366,228</b>	<b>(\$85,424)</b>
<b>NET POSITION</b>			
Net Investment in Capital Assets	\$1,174,603	\$962,693	\$211,910
Committed for building construction	553,567	400,000	153,567
Committed for other purposes	84,602	84,602	—
Restricted per Policy 4110	2,222,169	2,222,169	—
Unrestricted	435,283	582,771	(147,488)
<b>TOTAL NET POSITION</b>	<b>\$4,470,224</b>	<b>\$4,252,235</b>	<b>\$217,989</b>



## FINANCIAL REPORT

## Statement of Activities

## Governmental Activities

**REVENUES**

	<u>2017</u>
Annual Dues	\$1,742,874
Subscription Services	827,567
Events	799,241
Fee Based Services	131,366
Other Revenues	63,948
<b>TOTAL REVENUES</b>	<b>\$3,564,996</b>

**EXPENSES**

Salaries and Benefits	\$1,631,744
Officers and Board of Directors	106,323
Committees and Task Forces	67,531
Events	590,403
Contracted Services	548,919
Operations/Maintenance	402,087
<b>TOTAL EXPENSES</b>	<b>\$3,347,007</b>

Excess (Deficiency) of Revenues over Expenses (Change in Net Position)	\$217,989
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Net Position, Beginning	<u>4,252,235</u>
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<b>NET POSITION, ENDING</b>	<b>4,470,224</b>
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## FINANCIAL REPORT

# Strong growth in 2017

The financial report is a condensed summary of the Statement of Net Position and Statement of Activities as of December 31, 2017. WSSDA ended the 2017 fiscal year with revenues exceeding expenses.

## STATEMENT OF NET POSITION

The condensed Statement of Net Position provides a broad overview of the association's finances. It serves as a useful indicator of WSSDA's financial position at December 31, 2017, as compared to the previous year end.

## STATEMENT OF ACTIVITIES

The Statement of Activities focuses on revenue and expense activity for the year. As of December 31, 2017, revenues of \$3,564,996 exceeded expenses of \$3,347,007. This added \$217,989 to the fund balance.

Approximately 22% of revenues come from events hosted by the association. These events primarily include Regional Meetings, Law Conference, Legislative Conference, Equity Conference and WSSDA's Annual Conference.

Another 23% of the association's revenues come from the following subscription services:

- **BoardDocs:** This is a paperless meeting service that has been developed for school boards to help alleviate the enormous task of assembling, printing, distributing and revising agenda items and policies.
- **On Call:** This is a public relations and communications publication for school districts. Subscribers in Washington state pay a fee directly to WSSDA. Out-of-state subscribers pay their state association, which sends a portion of those funds to WSSDA.
- **Model Policy Online:** WSSDA's Model Policy Manual is accessible online. Each policy contains hyperlinks to cross-referenced policies, legal references and management resources. The system features rapid-fire search by keyword, title, and policy category (Essential, Priority, Discretionary), as well as a download function for ease of district distribution, review and customization.
- **Policy & Legal News:** This publication allows subscribers to stay current with emerging policy issues. Also, this is the vehicle through which WSSDA updates its Model Policy Manual on a quarterly or as needed basis.

Approximately four percent of revenues come from fee-based services. These primarily include customized trainings and workshops provided to school boards, advanced leadership training, superintendent search services, and school district policy reviews.

The Statement of Net Position and the Statement of Activities correspond with each other. They have a total ending fund balance (net position) of \$4,470,224.

## OFFICERS AND BOARD OF DIRECTORS

# WSSDA Leadership

### 2017 OFFICERS

PRESIDENT

**Joanne Greer**  
Deer Park

PRESIDENT-ELECT

**Marnie Maraldo**  
Issaquah

VICE PRESIDENT

**Aurora Flores**  
Manson

IMMEDIATE PAST PRESIDENT

**Chris Nation**  
Marysville

### 2017 BOARD OF DIRECTORS

DIRECTOR AREA 1

**Lee Anne Riddle**  
Ferndale

DIRECTOR AREA 2

**My-Linh Thai**  
Bellevue

**Claire Wilson**  
Federal Way

DIRECTOR AREA 3

**Brenda Rogers**  
Bethel

DIRECTOR AREA 4

**Cindy Kelly**  
Port Angeles

DIRECTOR AREA 5

**Chuck Namit**  
North Thurston

DIRECTOR AREA 6

**Monty Anderson**  
Battle Ground

DIRECTOR AREA 7

**Alex Ybarra**  
Quincy

DIRECTOR AREA 8

**Donald J. Davis**  
Yakima

DIRECTOR AREA 9

**Debra Long**  
Central Valley

DIRECTOR AREA 10

**Harmon Smith**  
LaCrosse

DIRECTOR AREA 11

**Larry Ayre**  
Finley



# About WSSDA

## MISSION

WSSDA builds leaders by empowering its members with tools, knowledge and skills to govern with excellence and advocate for public education.

## VISION

All Washington school directors effectively govern to ensure each and every student has what they need to be successful within our state's public education system.

## BELIEFS

- Focusing on and addressing educational equity is paramount to assure the achievement of each and every student.
- Public education is the foundation to the creation of our citizenry, and locally elected school boards are the foundation to the success of public education.
- High-functioning, locally elected school boards are essential to create the foundation for successfully impacting the learning, development and achievement of each and every student.
- Ethical, effective and knowledgeable school directors are essential for quality public schools.
- Public school directors are best served through an innovative, responsive and flexible organization which provides exceptional leadership, professional learning and services in governance, policy and advocacy.



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