



RESOURCES AND RENEWAL FOR MEMBERS

YR4

Working Together to Provide Resources for Greater, Sustained
Performance in Managing Risk and
Create a Risk Intelligent Public School Nation.

August 1, 2011

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GENERAL INFORMATION – OVERVIEW of CURRENT POSITION

Who We Serve

There are two target member groups. One group is the 500 largest public school districts in the United States. These districts have 2,000 or more employees and annual budgets starting at about \$200 million. As you go up the ladder in size, the number of districts declines and, as expected, the degree of formal risk management administration increases. The wide variety of structures and staffing levels make generalizations difficult. The other target customer group is made up of about 100 distinctive self-insurance groups/insurance trusts or similar entities that serve nearly 10,000 public school districts collectively in the United States. We refer to these entities generally as school risk groups. The risk groups operate in a region within a state or on a state-wide basis.

We reach top-level administrators, business officials and divisional leaders across the entire school enterprise in larger districts, while also focusing our efforts on the needs of top executives, managers and professional staff who are engaged to serve the smaller districts. In the absence of a relationship with a school district controlled risk group, we may work with all sizes of districts, seeking recognition from a state affiliate of the Association of School Business Officials International.

What We Offer

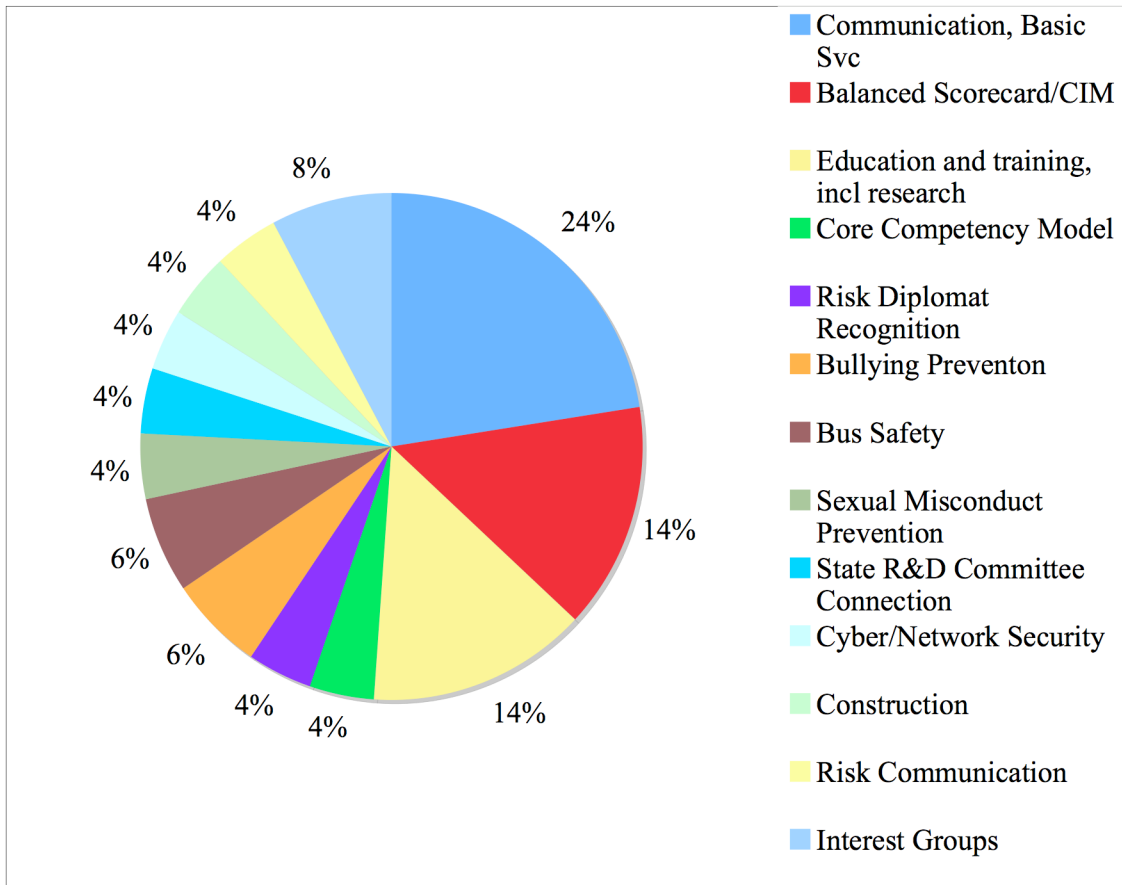
We supply essential knowledge and decision-making intelligence. We provide a variety of business process resources to promote research, innovation and exchange of information concerning risk management in the public school arena. Conference calls, a website and numerous linked webportals, newsletters, directories, broadcasts, research fulfillment and interactive surveys are among the basic elements of our communication program. Setting up forums and summits, building interest groups and organizing coalitions helps contribute to an expanding community. We identify thought leaders, inventory and organize resources on hot topics and emerging issues across the entire spectrum of risks identified in the public school arena. We have initiated a recognition program for “school risk diplomats” that seeks to gain support among several educational associations. We foster creative collaboration and act as a catalyst for new relationships.

We serve districts and their risk groups by undertaking projects that offer long term benefits for measuring, managing and reporting about risk. The Balanced Scorecard/Continuous Improvement Model project is our most ambitious effort and is intended to define the framework for comprehensive risk management activity and deliver an assessment tool for independent, voluntary on-going use or adoption by a risk group. This can serve as a roadmap for member district and across the board improvement relative to their shared vision of excellent operational practices. We have taken the first steps to introduce a Core Competency Model for school risk management. Our learning initiatives include webinars and live special events on a state, regional and ultimately national level.

We have launched research projects to provide districts and risk groups with objective insights concerning products and services they may need for preventing and controlling losses. Opportunities to facilitate cooperative purchasing are considered for “disruptive

innovations” which lend themselves to cross border affinity marketing and bring greater value to the risk control activities of districts or school risk groups.

Projected Allocation of Resources to Services and Needs



Why We Exist

Risk management helps school districts carry out their mission in the face of seemingly endless possibilities and potential dangers from student activities and business operations. Risk management is a vital means of sustaining security, stability, confidence and fiscal soundness. There is a common, almost universal recognition that

school districts suffer from gaps in information concerning risk and the solutions needed to achieve higher, sustained performance in managing risk. High costs of risk financing and unsatisfactory results in preventing losses are frequently cited as indicators of lagging risk management performance by school districts. School districts also suffer from lack of efficient risk communication and risk management information systems, thus hampering their decision-making ability and perpetuating information silos. We bring together interests and resources for assistance in much the same way as the University Risk Management & Insurance Association (URMIA) and the National League of Cities Risk Information Sharing Consortium. (NLC RISC)

Where We Serve

We currently operate in about 20 states and want to double this number in the near term and ultimately serve public school districts in all states and territories of the US. The initial aim was in areas of higher population concentration. As a result, we have been very active in CA, NY, TX and FL, and three of the top ten largest districts were founding members. We do not have any geographic limitation. We may eventually have the capacity to reach a wider non-US customer base.

When We Operate

Our central office is set up to function Mon-Fri on a 8AM EST to 5PM PCT. To cover this extended period, the Executive Director maintains mobile accessibility and project managers have flex-time arrangements. All voice and electronic communication is with credentialed staff; i.e. no call center operation. Other practices are designed for maximum availability of resources as needed in all time zones. We observe national

holidays and some local public school calendar holidays. Weather related closing is extremely rare.

How We Deliver

The organization is chartered in the state of Georgia as a nonprofit member-controlled association and is governed by an 11 member board of directors. Volunteers, independent contractors and staff perform activities that involve a significant amount of electronic and telephone communication every day. The executive director spends about 50 days away from the office in small group meetings and participates in 8-10 conferences where school business officials and risk group staff may be gathered.

Financial resources are obtained from membership fees, contributions from individuals, corporate partner fees, and event registrations. There is no revenue sharing or commission sales income, however, certain business development services provided to corporate partners may generate additional fees. The target revenue for YR4 is approximately \$250,000 and \$150,000 or 46% is expected from corporate partner fees.

23 Web portals - Recognition
12 Subject Areas and 11 States

	WEBPORTALS	Prime	#2	#3	Projected Launch
1	State RM R&D	Bickmore			7/1/2011
2	Bullying Prevention	Selective			7/1/2011
3	Bus Safety	Markel			7/1/2011
4	Claims Management	Open			8/1/2011
5	Continuous Improvement	Munich			Site up
6	Forward Progress	Gallagher			Site up
7	Risk Managers	SchoolDude			8/1/2011
8	Risk Communication	SBSCo			8/1/2011
9	Risk Control & Safety	Munich			8/1/2011
10	Sex Misconduct Prevent	Wylie3			Site up
11	Thought Leadership	Scholar RE			Site up
12	Workers Compensation	Company Nurse			9/1/2011
13	California	Munich			9/1/2011
14	Texas **	Munich			9/1/2011
15	Georgia	Company Nurse			9/1/2011
16	North Carolina	SchoolDude			Site up
17	Virginia	Munich			9/1/2011
18	Florida	Munich			10/1/2011
19	Ohio	Munich			10/1/2011
20	Michigan	Munich			10/1/2011
21	Tennessee	Munich			10/1/2011
22	Arizona	Company Nurse			10/1/2011
23	Illinois **	Munich			10/1/2011

The web portal placements are in addition to home page sponsor placement on Institute website. Compatible assignments will be made among corporate partners. Prime recognition assignments shown here are based on prior reservation and are subject to confirmation and change.

State RM R&D Connect is intended to be a coalition for information sharing among the research committees of the state affiliates of ASBO. Bus Safety and Bullying Prevention coalitions are the two highest ranked issues at this time. Close linkage with other national nonprofit organizations is intended for both of these issues.

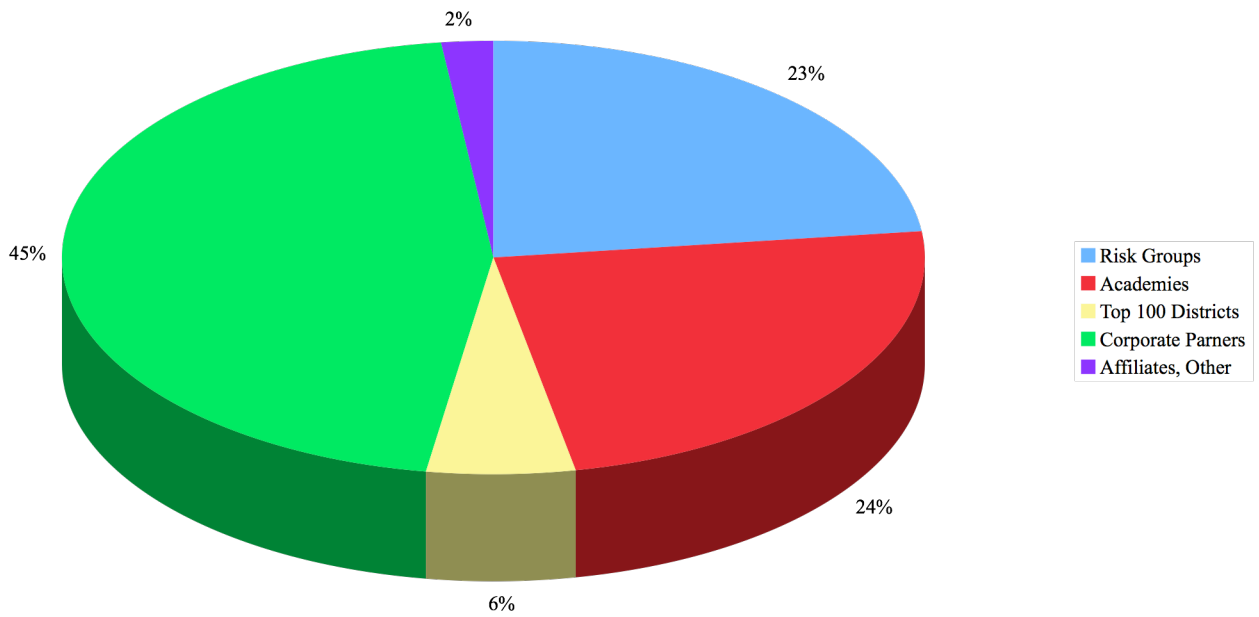
YR4 Budget Summary – Preliminary

INCOME	Projected Revenue	Notes:
Academies and Institutes – combination of risk groups and individual districts.	\$59,800	11 @ \$200 - \$400 per district, \$500 - \$1,500 per group.
Districts in the Council of Great City Schools	\$14,000	35 @ \$400 per district fee.
Risk Groups – exclusive to state	\$58,600	19 @ \$500 - \$15,000 fee per group.
ASBO Committee	\$1,000	8 @ \$200 per district.
Nonprofit Affiliates	\$2,000	4 @ \$500 per organization
Corporate Partners	\$115,500	40 @ \$500 - \$10,000.
Other	\$1,750	50@ Fee 35 - \$150 fee.
TOTAL	\$252,650	
EXPENSE	Projected Expense	Notes:
Staff and Contractors	\$192,000	Positions to be filled on contract basis: Executive Director, Project Manager, Admin Asst., Research/Editor, Asst. Exec Dir.
Board of Directors Meeting	\$5,000	September 16 - Seattle
Travel & Meetings	\$15,000	
Occupancy and Phone	\$12,000	
General Admin/Website	\$20,000	Includes web re-design
TOTAL	\$244,000	3% margin

Figures shown are for planning purposes and are subject to change. Event registration income and expense is not included for the purpose of this summary. The board of directors of the Institute adopts an annual budget for the fiscal year beginning July 1.

Revenue by Source - Illustrated

Revenue by Source



**Member Support by State
Target Levels for YR4 – Current and YR5**

	State	YR4
1	AR	\$1,500
2	AZ	\$1,500
3	CA	\$10,000
4	FL	\$9,000
6	GA	\$8,000
7	IL	\$1,500
8	KS	\$1,500
9	KY	\$3,300
10	MD	\$1,500
11	ME	\$1,000
12	MI	\$3,300
13	MN	\$3,300
14	MO	\$7,500
15	MT	\$1,500
16	NC	\$8,000
17	NE	\$1,500
18	NJ	\$4,000
19	NY	\$15,000
20	OH	\$5,000
21	OR	\$1,500
22	PA	\$15,000
23	SC	\$1,500
24	SD	\$1,500
25	TN	\$3,000
26	TX	\$8,500
27	VA	\$6,500
28	VT	\$1,500
29	WA	\$1,500
30	WI	\$1,500
	All Others	\$2,500
		\$132,400.

Communicating

- 1. Risk Central with Web Portals for Important Issues and State level Academies**
2. School Risk Groups: What We Promote
3. School Risk Groups: Survey of Risk Control Services – Best Practices
4. Bus Safety Coalition
5. Bullying Prevention Coalition
6. School Business Officials Education Coalition
7. Risk Control & Safety Interest Group
8. Workers’ Compensation Interest Group
9. School Risk Group National Directory
10. School Risk Managers National Directory
11. School Risk Diplomat recognition

Learning

- 12. Core Competency Model for School Risk Manager**
13. Education-related Research and Development (9 items)
14. Super 100 Forum
15. Webinar Series and Academy Development
16. SchoolRisk Summer Discovery Festival (July 12 – Aug 5)

Leading

17. Balanced Scorecard for School Risk Management/Continuous Improvement Model

18. Risk Communication Assistance: Newsletter Help Desk

19. School Risk Group Maturity Model

20. Construction Risk Management

Ten Basic Services

1. Personal, fast research, including “fast answer network”
2. Networking, community building and peer-to-peer interchange
3. Reporting on news and events
4. Loss prevention training program inventory and review
5. Topical Library, building archives
6. Publicity for school risk management developments
7. Identification of thought leaders
8. Special Alerts and bulletins on breaking stories
9. Outreach to districts exposed to disaster
10. Identifying new techniques and resources to reduce the cost of risk

Reaching Out To Corporate Partners – YR4 Sponsor Level Master Plan

The table below sets out the overall program for sponsors with the base level and four step progression. Recognition and special benefits are assigned to each level with the number of positions for each level shown in ().

PROJECT/ ACTIVITY	Base \$500 (10)	I \$1,500 (20)	II \$3,000 (10)	III \$6,000 (5)	IV \$10,000 (2)	Annual Budget
General Admin ¹	√	√	√	√	√	\$5,000
Newsletters ²	√	√	√	√	√	\$10,000
WebPages/Portals ³		√	√	√√	√√	\$10,000
Topical Resources ⁴ and Fast Answers		√	√	√	√	\$15,000
Coalitions ⁵		√	√	√	√√	\$5,000
Balanced Scorecard ⁶			√	√√	√√	\$20,000
Core Competency ⁷			√	√	√√	\$5,000
School Risk Diplomat ⁸			√	√	√√	\$10,000
Learning Events ⁹			√	√	√√	\$15,000
Construction Risk			√	√	√√	\$10,000
Discovery Festival ¹⁰				√	√√	\$5,000
Board of Directors ¹¹				√	√	\$5,000
YR4 Budget	\$5,000	\$30,000	\$30,000	\$30,000	\$20,000	\$115,000

¹ Supports interest group communication, basic research, directories.

² Published monthly in three divisions, includes annual report.

³ Includes single inside page, and web portal pages – see page 2.

⁴ Library, document archives, inquiries and searches, survey reports.

⁵ Coalitions are formed to bring together members, affiliates and corporate partners to seek and share solutions for national priorities. The sponsorship includes exchanges, communication and recognition on all special reports.

⁶ Continuous Improvement Model - projected completion is October 2011, followed by testing and roll-out in January 2012.

⁷ Skills, traits and capacities needed by school risk managers will be outlined. Work group and project manager to be assigned by August 2011.

⁸ Recognition program for outstanding service and leadership - work group to be appointed July 2011

⁹ Webinar series beginning August 2011, plus three state/regional events and planning for School Risk University, September 2012.

¹⁰ Scheduled July 14 – August 5, 2011. Mini-Festival in late fall.

¹¹ Scheduled for October 24, 2011 – Seattle (during ASBO Annual Conference).

Co-sponsor rights are indicated by check mark (√) and prime sponsor rights are indicated by double checks (√√). Co-sponsor includes logo placement and web links on documents, personal introductions, networking with members and corporate partners, recognition whenever opportunities arise. Prime sponsor receives headline position, creative and design approval rights, in addition to other benefits of co-sponsors. General description of specific activities is described in the footnotes.

Up to 10 associates will be enrolled as subscribers for newsletters and corporate partner council notices.

Corporate partners participate in the nomination of a candidate for a two-year term on the board of directors of the Institute. Quarterly conference calls of corporate partner council are conducted. Corporate partners are included as technical advisors for areas of subject matter expertise, featured contributions for Risk Central and projects where they are acting as sponsors.

Work-In-Progress Overview – Listed By Priority and Alphabetically

Flagship Projects – High Priority	Emerging project or service; new info available
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Research and Tools	Status	Action Needed
Balanced Scorecard for School Risk Management: Continuous Improvement Model	Engaged Steven Webber to succeed Cindy Wilkerson.	Steering group meeting and accelerate task force activity. Corporate partner support expansion.
Coalitions for Bus Safety, Bullying Prevention and Sexual Misconduct and ASBO chapter network.	Initial support and document collection, Bullying Prevention mindmap, webportals created.	Increase participation of risk groups and refine agenda for each coalition. Increase corporate partner support and communication.
Core Competency for School Risk Management	Produced first working model. Incorporates new Education elements	Create review group and begin refinement.
Certified School Risk Manager study report	Draft submitted to National Alliance	Pending distribution
Council of Great City Schools	Identified concerns of larger district risk managers	Establish staff contact, create forum. Presentation Sept 14.
Database and Directory of School Risk Groups	Initial work complete	Continue to develop
Distinctions: An inventory of School Risk Group superlatives	Completed about 20 reviews.	Need to finish about 40 more reviews.
Liberty Mutual commercial insurance product study report	Compiled info on activities including features and benefits as advertised.	Publish report for risk group members
Newsletter Help Desk	Arrangements with Michael Bennett. Promotional flyers created.	Promote effectively.
NYSIR reinsurance facility – Scholar Reinsurance	Met project consultant and set up conference calls. Preliminary info to PARMA and AGRIP contacts.	Discuss with Board and pool executives.
Peer-to-Peer Interchange	Encouraging FSBIT and NSBAIG to launch.	Send shared reading selections and compile staff directories.
Princeton 3 Forum	Follow up meeting planning in progress	Schedule conference call in March.
Risk Control & Safety Interest Group	Conference calls and information sharing underway. Prepare report for J. Barnidge.	Determine interest in national symposium; identify agenda for research and resources development.
Risk Control & Safety Services: Best Practices Survey and Guide	Survey created and released in January. Re-formatted and released survey in three sections.	Follow up first section and continue to evaluate and publish results.
Round Robin: Pool Staff	Introduced in march Jan. Started	Finish at least 3 for each member

Research and Tools	Status	Action Needed
Introductions	in Mar. Cindy Wilkerson assist.	by July 1.
School Risk Bootcamp: Intensive Virtual Learning	Conference calls and information sharing underway. Margaret Spence assist.	Launch July 12 as School Risk Summer Discovery Festival. Run through Aug 5.
School Risk Groups: "What We Promote"	Report Complete	Distribute to members, prospects and partners.
School Risk University: National Conference	Obtain board of directors and corporate partner council support for October 2012 following ASBO (Phoenix)	Subdivide based on size and other factors.
Thought Leaders	Identified 11 school risk group executives for listing with others.	Review with Board.
Training Table: Inventory of Pool and Vendor training program offerings	Initial survey started	Re-focus outreach
What School Leaders Can Do:	Publication first draft	Recruit co-authors and review team.
Workers' Compensation Interest Group	Conference calls and information sharing underway. Margaret Spence assist.	Subdivide based on size and other factors.

Relationship Development Work and Projects in Conceptual Phase

"And All for One": About School Pools	Identified three domains. Reviewed book about NYSIR. Reviewed numerous annual reports	Identify volunteers to develop script, find producer and \$\$ for development of movie; innovation fund project.
AGRIP and PSRI	Close contact with staff and president [Pumford, Bubb]	Encourage school pools to join AGRiP; promote Voluntary Standards Recognition
Allocating Risk Cost to Achieve Success	Compiling articles and presentations related to rating & underwriting	Identify pool staff underwriting managers
AGRIP Curriculum	Reviewed AGRiP documents	Monitor
American Association of School Administrators	Outreach to Professional Development and PR staff	Vital Objective; relationship building along with other education associations
Association of School Business Officials Intl	Close contact with staff and Risk Mgt committee [Snyder and Supple]	Coordinate professional development and research; develop joint agenda.
Australian and Canadian Relations	Started contact with Australian Schools Risk Management Institute and Ontario School Boards Insurance Exchange	Monitor
CAJPA and PSRI	Close contact with president [Brady]	Establish contact with new association manager.
Comprehensive Coverage: Items to Consider	Started list of enhancements that are less common or newly introduced.	Monitor, see input of corporate partners.

Executive Coaching and Sherpas	Gathered some articles.	Monitor
Governance	Gathered some articles and sources of information.	Monitor
“Good News About School Pools”	Conceptual. Possible Yearbook.	Discuss with pool executives.
Legacy and Success: Leader’s Life Story	Conceptual. Some Presentation material	Discuss with pool executives.
Longevity and Anniversary Celebrations	Began setting up listing of oldest pools.	Discuss with pool executives.
Manpower Planning, CEO/ED succession and staff recruitment	Conceptual	Monitor
Managing and selecting service providers	Gathered materials and presentations.	Invite consultant to assist.
Maturity Model for School Risk Groups	Initial working model almost complete.	Invite consultant to assist.
Mission Statements	Compiling in progress.	Monitor
Mutual Aid: Backup support plans	Conceptual	Monitor
Pioneers in school pooling	Conceptual.	Discuss with pool executives
Public Entity Risk Institute	Contact with new interim exec director	Re-start collaborative exploration
Public Risk Management Association	Close contact with pres-elect [Mallet]	Monitor conference and services
Reimagine, Evolve or Die! Invent A New Future - Create Together	Conceptual.	Discuss with pool executives. Create tools for use in member relations and commitment.
Reinsurance Intermediaries: Who’s Who	Compiling list in progress.	Discuss with pool executives
Risk Communication: Creatures, Q Factor, and Stickiness	Compiling documents. Agreement with Michael Bennett	Discuss with pool executives. National mascot – “Rufus.” National spokesperson(s)
Risk & Insurance Management Society	Close contact with President [Clark]. Established contact with staff.	
Strategic Planning	Gathered documents, compiled listing. Initial interview with possible facilitators.	Discuss interests with pool execs
Unparalleled and Elegant Customer Service	Conceptual. (See various models and sample brochures)	Discuss with pool executives.

General Reference Information – Included

<p>Hot Topics, Document Clearinghouse</p> <p>Resources compiled for various topics includes:</p> <ul style="list-style-type: none"> • Acquired Brain Injury (Concussion) • Bullying Prevention • Bus Safety • Coastal Area Wind and Flood Protection • Community Use of Schools • Educator Sexual Misconduct • Early Return to Work • Fraud • More.....see complete environmental scan. 	<p>SchoolRisk News – series of e-newsletters</p> <ul style="list-style-type: none"> • PressBox: People and events, notable achievements and ideas • Pacesetter – Resources and solutions • Progress – Updates on major initiatives and projects <p>Helpful Links under Resources at home page:</p> <ul style="list-style-type: none"> • Continuous Improvement Model Project, • Thought Leaders • Forward Progress for School Risk • More than 100 other links.
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