



## APRIL 2021

April showers must bring reservations because from what we've seen on the Members Only Facebook page and in industry news, campgrounds look to be on pace for a record year! No doubt you've been focusing on outside prep work needed to get your gates open. Take a few moments to read through the insights in this month's newsletter, such as words all leaders should be more comfortable saying, drug screen, and hiring questions, along with updated Pool code information and reminders on the WI State food code in your snack shacks!

## inside...



Drugs & Employment

P. 8



Ideas for Heroes Weekend

P. 11

## Letter from the Executive Director

Lori Severson, Executive Director of WACO




Dear Members:

As we head into a heck of a season, things are already moving along at a rapid pace! Interaction and communication seem to be the most significant issue in any group, organization, or business. Our WACO office is working hard to ensure we are getting you the right level of communication. Many of our surveys are showing more member interaction, and that's great! You are certainly extremely important to our organization, so we want to serve you in the best possible way. Let us know if you have thoughts and ideas on specific ways we can improve communication!

I was blown away by the fantastic letter Joy from Boulder Creek (who

Letter from your E.D.	P. 1
Pool Code 2021	P. 5
Financial Forte	P. 6
Keepin' It Legal	P. 8
WACO Out & About	P. 10
Heroes Weekend	P. 11
Camping for Kids & GBF	P. 12
Hiring Questions	P. 14
Website & Social Media	P. 16
Latest Longwoods Study	P. 22
Solar Panels	P. 24
From Our Members	P. 26
Board Member Listing	P. 27





I appreciate you.

attended the April board meeting) read aloud last week. Sometimes you need to KNOW that what you have done over the years is appreciated and acknowledged. I continue to get more and more excited

about our team. I was so pleased that people do notice the improvements we have made. For those around 19 years ago, we have come a LONG way, baby! Please note again you can attend a WACO Board meeting at any time. They are all posted on the WACO website.

To be completely honest, the reactions at Convention threw me a little this year. While I understand my timing on my latest project (and the untimely article of the media) indeed contributed to this, I was ready for a small parade to be thrown in our honor for all the COVID work on getting everyone open. And that was not the case! One communication issue on our part is we do not toot our own horn. It's not my personality style. I expect people to notice, which doesn't work. I do have a fantastic staff, and I will work harder to brag about them this year! What we pulled off last year with COVID simply wasn't done in the same way throughout the country. Of course, you would never know that, but I had contact with all the CAMP folks who do the same thing over the entire country, and I was proud of the extra help and resources we had available to help out. Most organizations do not have that! We have a group of occasional staff – people who no longer work for Severson & Associates, that we can call on to help with special projects like this, and thank goodness for them during COVID!

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***As per our last email, I will try to do questions and answers to ensure everyone is comfortable delivering answers to questions other may have brought to us directly. We have recieved questions via board members and other members. Here are those questions/answers!***

## Q DOES SEVERSON & ASSOCIATES PAY FOR A BOOTH AT CONVENTION?

Yes, Severson is a \$5000 sponsor. The paid sponsorship is with actual money, not trade. I made up the sponsorship program and thought it was vital to support the program. We receive one free booth with that level of sponsorship. This year, we purchased three. We often do not get the full benefits of our package - we do not speak, even though we have paid for a \$1500 sponsorship to do so, and we are only in the directory should there be space available, which hasn't been the case in some time. We were one of the beer sponsors – we did not pay for all the beer! Each sponsor has the beer in their location if they choose to be a beer sponsor.

Is there a conflict of interest? In the beginning, when WACO and I were discussing our agreement, I made it extremely clear that I owned (and still do own) other companies. Specifically, an advertising company that includes advertising specialties. Another advertising specialty company could be a sponsor, and I'd drop my sponsorship in a heartbeat. Again if you have any concerns about this, simply email, set up a time, text, write, call your board members, or please show up at a meeting.

## Q WHAT ABOUT GILBERT BROWN FOUNDATION? DOES HE PAY FOR A BOOTH?

In the past, the Gilbert Brown Foundation was a \$2500 sponsor, and at that time, the sponsorship included the booth. About five years ago, we listed what Gilbert does for WACO and what WACO does for the Foundation. We have used Gilbert's connections and Foundation influence to get special pricing at the Madison Show, Lemonade at the Madison show, and Green Bay Show relations. Same for the Towns Association (to get a booth), Fair Association, and Zoning meetings. There are also special privileges at Convention, like the ability to sell water and pop at \$1 versus our guests paying \$3.50. We don't extend a "changing fee" for the rooms, which is usually \$350 - every time you make a change to the agreement. Instead, we exchange for autographs, and at that time, the benefits the Gilbert Brown Foundation was providing outweighed what WACO was providing. Our wonderful WACO campgrounds raised over \$100,000 for us, WACO allows us time at the Convention to talk about this, and it's super appreciated. Gilbert donates his time to do the auction, and people do comment that they like it – the player appearance portion of the Convention rated a 4.62 out of 5 on



**Any questions sent into the WACO office, the board, or Lori will be answered directly in the monthly newsletter to increase clarity and communication. What one questions, another may, and so we'll answer more this way!**

our evaluation. The board discussed that the Foundation should not pay for the booth in the future. If you have thoughts on that decision, express your like or dislike to the board or me! The Foundation gets no part at all for the auction, to be clear.

**Q WHO GETS A FREE HOTEL ROOM FOR CONVENTION? DOES GILBERT?**

He does. I am not comfortable asking him to make an appearance where he is not compensated for mileage or player flights and asking him to pick up the hotel room.

- Some speakers (not campground owners) will get a hotel room if it's in their agreement.
- Mark Hazelbaker, our attorney
- WACO Staff

Severson charges back any rooms for issues during Convention (hotel loses a reservation, mistake, etc.) So if a campground owner ends up in my block, they pay it back. If we know soon enough, it's taken care of before registration. You can play hardball on this, but many times our members simply make a mistake, and if we can solve it – I think we should. Now again, if you don't like this, you can bring your like or dislike to the board or me for consideration.



**Q WHY DO WE LET LORI DO ALL THESE OTHER THINGS WHEN SHE SHOULD BE WORKING FOR WACO?**

Severson & Associates operates an independent contractor. One of the companies they contract with is WACO. That status REQUIRES you to have additional customers, and we always have! We appreciate WACO's business. However, WACO has never been our only customer. I admit to becoming increasingly nervous about our partnership, feeling that

WACO may have no longer wanted to contract with Severson & Associates. As much as I think WACO is my baby (my staff will say, well, we can't charge for that cause WACO is Lori's baby sacred cow), I have a business to run that will not go away without WACO.



Over the years, we have worked for other small associations, done training, sold advertising specialties, and consulted. Thirty years later, we can cherry-pick our customers. I have many full-time and part-time mouths to feed, so we put the word out last February (2020) that we were in a position to entertain offers from other associations. Twelve days later, we were asked to interview for KOA Owners Association and accepted that position. No different than what you do with seasonals. I'm sure loads of you remember some of the first seasonals you put up with when you needed the income. But the bottom line is for us to retain and attract the best employees, we need to pay them. If you guys decide our services cost too much or maybe that the fees are not worth the deliverables you are getting, we understand! It's a business decision.

The Request for Proposals to find a firm or person to do this job is included each year in the annual report and is outlined clearly in the board members handbook, which should all be on the website soon! We love you guys, you are our friends and clients, and we want to continue to earn your business. IF we don't do that, you should find someone who will you deserve the BEST!

I'll continue to write this piece each month to be sure I am doing a better job communicating! It breaks my heart to see us going through a rough patch. However, I'm convinced answering each question is the right thing to do. I will view the requests only as a question, not an accusation, no matter the tone. Even if I feel I've answered the same question a million times before, I will use my creativity to find a



different way to explain the answer. Hopefully, this will ensure the members feel and see evidence of being served. I know EVERY member truly wants what is best for WACO. So many times, it's not what, but how the message is delivered! Please remember your board is a volunteer board. Value them, praise them for what they do correct, and forgive them our mistakes. They do put in time working hard, anyone who doesn't believe this needs to attend a meeting. It takes a village to be the best.

While we are working this summer, please keep this in mind. I got this idea from a comment on a WACO evaluation form that said she just wishes we could be more kind to each other! What a beautiful statement! Thank you to Geri Walters, who gave me this idea!

## **K** Knowledgeable.

Learn all you can about business, people, and processes! Be knowledgeable in not just what you say but how you say it. Accept it's impossible to know everything, and when you genuinely believe you do it all – the learning dies. We are so blessed to have an association where people don't worry about competing as much as they care about helping each other.

## **I** Innovate.

We need to be innovative today more than ever! Continue to look for the next new idea! Can't find more in your world? Check out someone else! Join a 20 group (ARVC program and benefit), attend other trade shows, visit parks, read, and network!

## **N** Nimble-minded.

Be a lean, mean machine. Empower your staff and feel empowered to make decisions. Jump on those last-minute opportunities! Jump on the things that just come up! One of the things I am proudest of is the board allowing me to jump on those opportunities from time to time. It takes months for other organizations to decide - many times long after the opportunity is gone! Empower your employees to "give the customer the pickle" to quote one of our seminars from the Convention. Put simply: if it's easy, do it and allow your employees to do it! Always ask, "How can I use that idea to make me a better person or business?"

## **D** Decide.

You have the power to decide how you say it. The words you choose create a big statement or a small comment. The decisions you make to help or hurt people affect your world! I believe in Karma – whether you do or not own your choices. If you say something, own it! Carla reminds me of Momma's saying often, "If you say it, you own it, so be ready to do it!" We decide our attitude towards people and things – only us! No one else can fix, change, or alter your attitude. The decisions we want to make cannot always happen in a democratic organization. Sometimes we lose – but to me, supporting the decisions made by the majority is all our jobs. If we don't like it, we can continue to work to make changes.

Let's get this season. It has every indication of being our best! As always, call me directly at (608) 792-5915 if I can be of help!

Respectfully Yours,

Lori Severson,  
Executive Director

Wisconsin Association of Campground Owners





# Updates for Campgrounds with Pools and Whirlpools

Information provided by Mary Ellen Bruesch MS, REHS/RS, Environmental Health Technical Specialist-Public Pools and Water Attractions, Division of Food and Recreational Safety, Wisconsin DATCP



**A**s the 2021 camping season approaches, there are some guidance you may find helpful in operating your pools.

## LIFEGUARDS:

Lifeguards at pools must once again have current certifications. Last year, DATCP extended expiration dates because renewal courses were not available due to COVID-19. Courses are now available, so DATCP is again requiring current certifications for lifeguards.



## CERTIFIED OPERATORS:

Any water attraction operator is once again required to have a certificate from either a certified pool operator or aquatic facility operator course. Last year, DATCP extended expiration dates because renewal courses were not available due to COVID-19. Courses are now available, so DATCP is again requiring current certifications for pool operators, where required.

A certified operator is required at a water attraction, which is a pool that is more than just a plain whirlpool or rectangular swimming pool and has operational features such as interactive play attractions, zero-depth entry, slides, etc. If you are unsure, the license will indicate if the pool is a water attraction.

**T**he Centers for Disease Control has [posted some guidance for swimming pools on its website](#). Closer to home, DATCP has an archive of articles that we have issued throughout the pandemic, [including guidance for operating pools and whirlpools](#).

As a reminder, please try to keep your pool's pH between what the test kit reports as 7.4 to 7.6 (because

of the +/- 0.2 pH units error of the Taylor and Spin test kits). If your reading is between 7.4 and 7.6, we know that your actual pH is within acceptable range.

Finally, the pool code revision process continues to move ahead at a healthy pace. Feedback is being incorporated into the draft that will eventually be reviewed by the committee and then in public hearing. WACO is represented and active on the committee. Please let them know any ideas you may have. You may also send your ideas to the technical specialist. In our case, this is Mary Ellen!

Thank you for everything you do to operate safe swimming pools! If you have any questions or concerns about pool regulations or guidance, please contact Mary Ellen Bruesch at [Maryellen.bruesch@wisconsin.gov](mailto:Maryellen.bruesch@wisconsin.gov).



The DATCP will honor Red Cross Shallow Water Lifeguard for shallow areas of pools where lifeguards are already required, as long as the pool is otherwise properly guarded (see screen snip below\*). Due to the lifeguard scarcity discussed at a recent WPRA meeting, the DATCP reviewed the course and approved it for shallow water.

This is not a new requirement for lifeguards and only applies to pools required under ATCP 76.23 to have a lifeguard(s). The approval allows some flexibility where guards are already required and where the water is 5 feet or less deep.

This course is not discussed in ATCP 76, but teaches and tests the lifeguard's ability to successfully rescue someone from depths up to 5 feet, and includes first aid and CPR/AED. The DATCP assured us they will also be notifying their inspectors.

Please contact us with any questions!!



# FINANCIAL FORTE

Financial strategy, insurance, legal, and HR are the four most common pain points business owners wrestle with every day. The WACO Association is here to provide helpful tidbits wherever we can. Fortunately, we have Christine Metcalf and her staff at CSAW Associates to assist with our accounting concerns! Her last seven years of experience, specific to the campground industry, gives her a lot of insight, which translates to a lot of help for you.

## Things We Don't Say Often Enough As Leaders

It was good to see and talk to everyone from my GBF Lemonade stand and CSAW Associates booth at the WACO Convention! While searching for a topic for this month's newsletter, I stumbled upon this article. While it doesn't have anything to do with accounting, it is very appropriate as campgrounds reopen and – thank goodness – tax season winds down.

### 1 THANK YOU

Every day, people do things for us. Some are big and important, and others aren't, but they all deserve a thank-you. Thank the people on your team for their work, for their efforts, and for the ways they support each other.

**Don't just think it. Say it.**



### 2 NO

No gets a bad rap. We call people who use the word "no" "uncooperative," or "negative." The word no is a power tool for some of the world's most productive people. Remember this: saying no to one thing means you can say yes to something else. No lets you weed out the inconsequential and harmful, so you can make space for better things.

**Don't just think it. Say it.**



### 3 TELL ME IF I UNDERSTAND WHAT YOU SAID

Effective oral communication only looks easy. Getting a mes-

sage from one brain to another is very hard to do well. It's almost impossible to do well if you or your conversation partner assume you understand what the other person means. Check your understanding by telling your partner, in your own words, what you think they said.

**Don't just think it. Say it.**

### 4 NICE JOB

Praise the things you want to encourage and continue. Praise is a power tool in your boss's toolkit. Legitimate praise, honestly delivered, and close to the activity you're praising, will help improve both performance and morale.

**Don't just think it. Say it.**

### 5 LET'S TRY THAT

When you or any of your team members gets an idea that might be good, try it out. Experiments are how you find what works and make things better. You won't get things right the first time, or maybe even the second or third. Experiments, trying things, drives progress. So, get the ball rolling by trying something.

**Don't just think it. Say it.**

### 6 PLEASE DON'T DO THAT

It happens every day. People say things you think are wrong, or that make you uncom-



# FINANCIAL FORTE

## 5 Signs Your Accounting System Needs an Update, *Continued*

fortable. If it's important, don't let it pass. Tell the other person what bothers you and why. Then work together to figure out how to make things better. No one will know about an issue, or be able to work to make it better, unless you tell them.

**Don't just think it. Say it.**

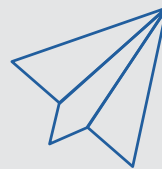
### 7 **BOTTOM LINE**

Choose your 16,000 words wisely. Use some of them to improve performance, psychological safety, and morale.

**Don't keep important stuff in your head. Say it.**



**Do you have an accounting question? Other members more than likely have a similar question or would benefit from the answer. Be sure to submit your questions to the WACO office and we'll be sure to pass it along to Chris for an answer in the next newsletter.**



**CSAW Associates  
Christine Metcalf**

608-779-2143 | [couleebokkeeping@gmail.com](mailto:couleebokkeeping@gmail.com)

**YOU HEARD IT FROM WACO**

## **SHOW ALERT**

Presented by  
Northern State  
Fairgrounds  
September 10, 11, & 12



225 Edward St., Chippewa Falls, WI 54729 | (715) 579-7127





## Keepin' it Legal

*Let's be honest. No one loves legal concerns, but we sure do love having access to a 27-year veteran like Mark Hazelbaker when those pesky legal troubles rear their head. Mark Hazelbaker, WACO Attorney, is here to act as your legal guide. Mark's guidance is evident in several documents available in our Members Only section of the WACO website. We've also created an email specifically for your legal questions at [waco-legal@gmail.com](mailto:waco-legal@gmail.com). Give the WACO office a call first to vet your question, and Lori can provide direction on the next steps.*

## DRUG TESTING EMPLOYEES IN AN INCREASINGLY DECRIMINALIZED (LEGALIZED) WORLD.

**W**isconsin will not be legalizing marijuana anytime soon. But changes in neighboring and other states have greatly altered the world employers face. Illinois legalized possession of up to 30 grams (slightly more than an ounce) of marijuana in 2020. It is legal to sell marijuana for recreational use there.

Minnesota has a medical marijuana program which is expanding. The Gopher State is debating legalization. Marijuana from those states, Colorado and other places which have legalized cannabis are flooding into Wisconsin. ***What options do employers have?***

Marijuana remains illegal under federal law. For that reason, it is not lawful for individuals to consume it outside of work hours. That matters a great deal since Wisconsin has a law forbidding employers from firing or disciplining employees for using legal products (like tobacco or alcohol) on their own time. It remains legal for employers to respond to marijuana and other illegal drugs – provided it is done correctly. If you're going to take any of the actions discussed in this article, you'll need to adopt a policy as part of your employee handbook or as a stand-alone document.

### HERE ARE THE MAJOR ISSUES:



#### QUESTIONS DURING HIRING

It is legal to ask employees whether they use illegal drugs during pre-employment screening. It is illegal to ask people if they are addicts or alcoholics because addiction and alcoholism are disabilities. You can fire an alcoholic for being tardy or absent, but you cannot fire an alcoholic who meets the job's minimum requirements for being a drunkard. If they manage to show up sober and perform their duties, their off-duty shenanigans are their misery.

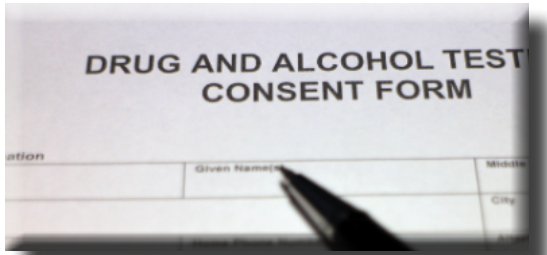
#### PRE-EMPLOYMENT DRUG TESTING

Employers are allowed to require new hires to pass a drug test. Employers may not require the test until the individual has been offered employment contingent upon passing a drug screen. Employers may not require all applicants to take a drug test; that would be too expensive anyway. If the test comes back positive, the testing agency will have a protocol for offering the applicant a re-test



# Keepin' It Legal

## Cont'd...



to ensure no error. If the result winds up being negative, it is legal to refuse to hire the person.

### DRUG USE DURING EMPLOYMENT

There is no question that employers may terminate employees for using illegal drugs (or, for that matter, alcohol or tobacco, or other substances) while on duty. You can fire an employee for eating on duty if that's your policy. You also can fire employees for being impaired while on duty. That's harder to prove, of course.

Wisconsin does not have any state law restricting employers from drug testing employees in the course of employment. Drug tests in response to accidents or problems are common in the industry. It is unlikely a "probable cause" related test will cause a discrimination complaint.

It is also common for employers to require employees who operate heavy equipment or dangerous machinery to take random drug tests. Those tests are ordered when an independent testing company draws the employee's name at random. Those kinds of tests are required of employees who have Commercial Drivers' Licenses. It is legal to demand that an employee take a drug test at the employer's direction without probable cause. But drug tests demanded in that manner suggest the employer is looking for addicts or alcoholics. That can give rise to claims of disability discrimination. If an employer tests employees who are performing satisfactorily, what is the point? What are you looking to accomplish? The difficulty in answering that question has led virtually all employers to limit drug testing to either "probable cause" or random tests.

Suppose an employee who has tested positive indicates they realize they have a problem and want to get help. In that case, the employer may be required to allow the employee to pursue rehabilitation. Alcoholism and addiction are treatable disabilities.

Whether the employer is required to allow the employee to undergo rehab depends on the facts. If an employee is in an accident due to intoxication, the employer can terminate the employee for that infraction. If the employee is chronically late and shows up smelling of alcohol, the employer can terminate or discipline the employee for tardiness. If the employer can prove the employee was still intoxicated – which requires more than smelling like booze – the employer can terminate or discipline. But the employer cannot fire the employee for chronic drinking.

Drug abuse and alcoholism are one of the most pervasive health challenges in our country. Dealing with troubled employees is not simple.

### WACO RESOURCES

**Before firing someone you believe is impaired by drugs and alcohol, it is wise to consult with legal counsel. I'm available on the WACO hotline to help with these issues.**

*Respectfully,  
Mark*



**Mark Hazelbaker, SC**  
**WACO Attorney**

608-525-2326 | [wacolegal@gmail.com](mailto:wacolegal@gmail.com)

**Q** I have a new seasonal that did not mention they have ten (Yes, 10) children until they signed the agreement and paid the fee in full. What is the state requirement on the amount of people per bedroom? Does it apply to campers and their minor children?

**A** The Administrative Rule provides at ATCP 79.11 (5)(a) that a campsite shall be limited to 6 campers or an individual family. There is no restriction on the number of campers per bedroom. The Rule does not define "family."

Although the Code does not set a maximum number of occupants, the Campground can do so. It may be prudent to limit the occupancy of a camping unit to its stated capacity (if there is one).



# WACO OUT & ABOUT



**Lori attended the ASD MarketWeek Road Show in Orlando earlier in the month! She mentioned how great it was to connect with vendors in person, just like we could at the Convention this year. Check out some of the finds she spotted!**







You want to show your support for our local heroes in May, but you aren't quite sure how. Here are some suggestions from the WACO office, gathered from fellow Members, to help you tell your military, firefighters, police officers, emergency healthcare, and others just how much your community appreciates them!



- Contact your local American Legion/VFW about a colors presentation at your park to kick off your celebration.
- Find a seasonal or overnight camper willing to sing the National Anthem.
- Host a "Touch A Truck" event with local emergency vehicles (police car, fire truck, ambulance, etc) for kids to learn more about these important vehicles.
- Ask your local police department (if they have a unit) to do some K9 demonstrations.
- Ask your local fire department to participate in a "sprinkler" event for the kids (if safe and you have the open space for it) - truck sprays water and kids can run around like it's a sprinkler - provide fun beach balls to toss around!
- Plan a Patriotic Golf Cart Parade through your park - have seasonals/campers decorate their golf carts in all things
- Red, White & Blue and create a path they will travel throughout your park. Throw candy, fly flags, etc!
- Hold a fun "Chalk The Walk" event - if you have a large concrete area, provide kids with sidewalk chalk and let them decorate with patriotic themed chalk art!
- Sell small stick American Flags to campers and donate the money to either a local or national charity of your choice that supports some kind of active duty military personnel, Veterans, health care workers, emergency personnel, etc.
- Host a Chicken-Q fundraiser with proceeds again benefitting a "heroes cause" charity of your choice.



**Don't forget our GBF Kick-off Packs, located on the GBF website, if you want to tie your Heroes Weekend in with easy fundraising options!**





# GBF Camping for Kids Weekend

Even if you don't care about the \$500 Kwik Trip Card, here are some super fun ways to involve your staff and seasonals! Explain that campgrounds all over the State are competing to raise the most money for the Gilbert Brown Foundation. All the money raised from this weekend is going to fund our St.Judes Wisconsin Fundraiser!

**IF YOUR CAMPGROUND WINS, HERE ARE SOME FUN WAYS TO USE THE MONEY:**

- Have a bar? Hold a \$500 bar party for the seasonals who helped raise the money.
- Don't have a bar? Hold a drawing for all the seasonals who helped raise the money. Split it into 5 \$100 gift cards or use the whole \$500.
- You can do the same thing for employees! Use it for an employee or seasonal party.

CAMPGROUND	2021 FUNDS RAISED
Dells Camping Resort	\$1,570
Rose's Enchanted Forest	\$500
Camping in the Clouds	\$100
2021 TOTAL	\$2,170

**HERE ARE SOME EASY WAYS TO MAKE SOME GREAT MONEY:**

- Sell a \$100 store credit on 52 squares (or tear playing cards in half) sell squares for \$5 = 260.00
- Add a camping stay and charge \$10 = \$1040. Choose to take out your costs or donate the total.
- Everyone loves a 50/50 you charge \$5 a ticket or wingspan for \$20
- Sell 10 books of golf cart tickets = \$200
- Try a game or 2 of heads or tails – the foundation has coins you can use! Charge \$5 a coin or 6 for \$20. Participants put their hands on their heads or their "tail". You toss a coin if it lands on heads all the heads are safe – all the tails leave. You keep going until the last person is standing. They win the prize.

Do a couple of these things, and you can quickly raise \$1000. Don't forget, the GBF has prizes you can use! And be sure to check out the [GBF Kickoff Packs](#) located on the GBF website (and on the next page) for more ideas!



## GBF Upcoming Appearances

**Pineland Camping Park Dart Tournament**  
**Champions Riverside Resort Kentucky Derby Games on MAY 1**

**Networking for Charity with Thrivent in Onalaska, WI on May 14**

**Oakwood Bar – Restaurant & Campground on Aug 14**

**Diamond Lake Campground on July 17th**





# GBF KICKOFF PACK



**All the tools  
you need to  
kickoff your  
next GBF Fundraiser!**



**Your GBF Kickoff Pack playbook** includes everything you need to run successful fundraisers for your favorite WI-based charity, the Gilbert Brown Foundation! Check out pre-assembled “packs” that include theme ideas, social media posts, flyers, and posters. Did we mention you can customize the posters and flyers? Craft and activity examples, as well as instructional sheets, a football thermometer to track your efforts, and volunteer sign-ups, are all available online! With five GBF Kickoff Packs to choose from and more to come, you’ll be able to start your first few months of the season fundraising in style.

Fundraising is an easy way to get the feel-good vibes flowing in your campground while raising money for a great cause. **It also presents a fantastic opportunity to involve your Seasonal guests.** Make them the Sheriff for Western Weekend or the Coach in charge of your next GBF Kickoff Pack event. Including your Seasonals gives them a sense of pride while taking tasks off your checklist. ***Now that’s a winning play!***

As discussed at the WACO CONVENTION, **GBF Kickoff Pack’s** are available on the GBF website and take all the guess work out of your next fundraiser!





# VETTING TALENT LIKE A PRO



One popular request we see every year revolves around hiring questions. Mark addressed concerns about what questions you ask specific to drug use, but what about just vetting solid talent? here are some examples we think might help! If you have additional suggestions that seem to bring out the honesty about work habits or prompts great examples in an interview, please feel free to share them with our WACO office or on the Members Only Facebook page. That's the kind of collaboration that makes us all more successful!

1. Tell me about any of your achievements that were recognized by the company, school, or your supervisors.
2. Tell me what projects you enjoy doing most.
3. What animal describes you best and why?
4. Tell me about the most difficult experience you ever had with a friend and how you handled it.
5. Can you tell me about any suggestion for improvement your previous supervisors gave you? Or what suggestions for improvement do your mentors give you – teachers, parents etc.
6. What were some of the things in your last job that you found difficult to do? Or what skills are most difficult for you to do?
7. Describe how you would handle a situation with an irate customer.
8. How would you handle a situation where you felt an employee was unethical.
9. How would you handle a situation where an employee behaved poorly in front of a customer?
10. What types of issues should be brought to your supervisors attention.
11. What would you do if you “ran out of work?”
12. Can you describe a situation where a crisis occurred and you had to shift priorities and workload quickly?
13. Can you give me an example of how you have contributed to a team in the past?
14. Every job has pros and cons, what do you see as the pros and cons of this job?
15. Every organization has tough personalities to deal with – describe the most difficult person you have ever had to work with.



# HIRING QUESTIONS CONTINUED

16. As you know this position involves working nights and weekends. What examples can you give me that would tell me you would be able to meet this requirement of the job?
17. How many days per month is acceptable to be absent?
18. Can you tell me about a time when you delivered excellent customer service?
19. What should you do to make the guest feel important when you interact with them?
20. How long should a customer expect to wait for you to perform a service for them?
21. Tell me about the hardest job you ever had. What made it difficult?
22. Have you ever overheard a co-worker speaking negatively about their organization or management team? If NO – What would you do if this did happen? If YES – How did you handle it.
23. What would you like most & least about this position?
24. How would your best friend describe you? And what about your worst enemy?
25. Finish this sentence: “I do my best work when...”

.....

## FOOD CODE Q & A HIGHLIGHTED THIS MONTH: Snack Shacks



### **Do I need a 3 sink system to serve ice cream?**

If there are serving throughout the day, yes a three compartment sink and a handwash sink would be needed.

### **Do I need a serve safe certificate to serve ice cream, slushies or other snacks out of my snack shack?**

Yes, a CFPM would be required.

### **Do I need a sink for slushies?**

Yes a utensil washing and handwash sink would be needed.

In some cases a two-compartment sink could be approved in limited circumstances, where the warewashing is limited to batch washing, but a handwashing sink is always needed.

***Thank you to Jim for the great Q & A!***

James Kaplanek, Section Manager for Retail Food and Recreational Programs  
DATCP | 608-224-4735 | [james.kaplanek@wisconsin.gov](mailto:james.kaplanek@wisconsin.gov)



# WISCONSIN CAMPERS SOCIAL MEDIA

Social Media Insights - **MARCH 2021**

Results from Mar 1, 2021 - Mar 28, 2021

Note: Does not include today's data. Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your ad account.

Organic Paid

## Actions on Page

March 1 - March 28

8

Total Actions on Page ▼27%



## Page Views

March 1 - March 28

541

Total Page Views ▼10%



## Page Previews

March 1 - March 28



We have insufficient data to show for the selected time period.

## Page Likes

March 1 - March 28

125

Page Likes ▼24%



## Post Reach

March 1 - March 28

33,901

People Reached ▼56%



## Story Reach

March 1 - March 28

### Get Story Insights

See stats on how your Page's recent stories have performed.

[Learn More](#)

## Recommendations

March 1 - March 28



We have insufficient data to show for the selected time period.

## Post Engagement

March 1 - March 28

1,770

Post Engagement ▼68%



## Videos

March 1 - March 28

144

3-Second Video Views ▲243%



## Page Followers

March 1 - March 28

130

Page Followers ▼21%



**FACEBOOK STATS**  
**Total current likes: 8,420**  
**(+100 from March)**



# WISCONSIN CAMPERS SOCIAL MEDIA

Social Media Insights - **MARCH 2021**

**Wisconsin Campers**  
Published by Daniela Todd 171 · 2d · 🌐

**!! WIN FREE CAMPING !!**  
Camping season is basically upon us! Some are open, some are opening soon! So let's celebrate with a BIG GIVEAWAY! 🎉

The Details:  
Request your FREE directory on our website ([https://www.wisconsincampgrounds.com/order-campground-di...](https://www.wisconsincampgrounds.com/order-campground-di.../)) and one lucky winner from the first 100 requested, will find a \$100 camping gift certificate inside! This is able to be used at any one of our over 190 WACO Member campgrounds! ... See More

**NEW CONTEST ALERT!**

**WIN FREE CAMPING!**  
OVER 100 CHANCES TO WIN!

WISCONSINCAMPGROUNDS.COM  
Camping Guide | Wisconsin Association of Campground Owners

Learn More

5,150 People Reached 720 Engagements

Boost Again

**Performance for Your Post**

5,150 People Reached

166 Reactions, Comments & Shares

66 Like	50 On Post	16 On Shares
2 Love	1 On Post	1 On Shares
43 Comments	40 On Post	3 On Shares
55 Shares	55 On Post	0 On Shares

554 Post Clicks

0 Photo Views	266 Link Clicks	208 Other Clicks
---------------	-----------------	------------------

**NEGATIVE FEEDBACK**

0 Hide Post 0 Hide All Posts

0 Report as Spam 0 Unlike Page

Reported stats may be delayed from what appears on posts

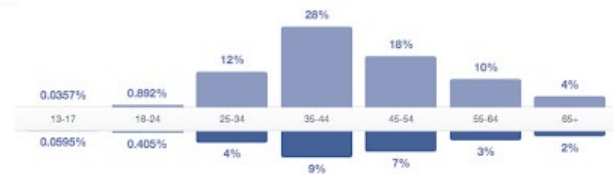
The number of people who saw any of your posts at least once, grouped by age and gender. Aggregated demographic data is based on a number of factors, including age and gender information users provide in their Facebook profiles. This number is an estimate.

## Women

74% Your Fans

## Men

26% Your Fans



## Summary of Page Fans

The success of different post types based on average reach and engagement.

Show All Posts

Type	Average Reach	Average Engagement
Photo	3,578	228
Link	1,524	184
Video	543	23

## Success By Post

**Insights**

Last 30 Days

**Recent Highlights**

You received +271.4% more content interactions in the last 30 days compared to Feb 2 - Mar 3.

**Overview**

187 Accounts Reached +30.7%

26 Content Interactions +271.4%

**Your Audience**

444 Total Followers +2.7%

**Content You Shared**

5 Posts

**Reach**

Last 30 Days

**Accounts Reached**

187 accounts

+30.7% vs Feb 2 - Mar 3

Accounts reached from Mar 4 - Apr 2

**Impressions**

753

+255.1% vs Feb 2 - Mar 3

**Account Activity**

38

**Profile Visits**

37

+94.7% vs Feb 2 - Mar 3

**Website Taps**

1


-- vs Feb 2 - Mar 3


**INSTAGRAM**


**Increased Impressions over 200%**


**Increased Profile Views over 94%**



  
**15000**  
Lakes

  
**300**  
Campgrounds

  
**92**  
Days of Summer

  
**1**  
Wisconsin

**WEBSITE STATS**

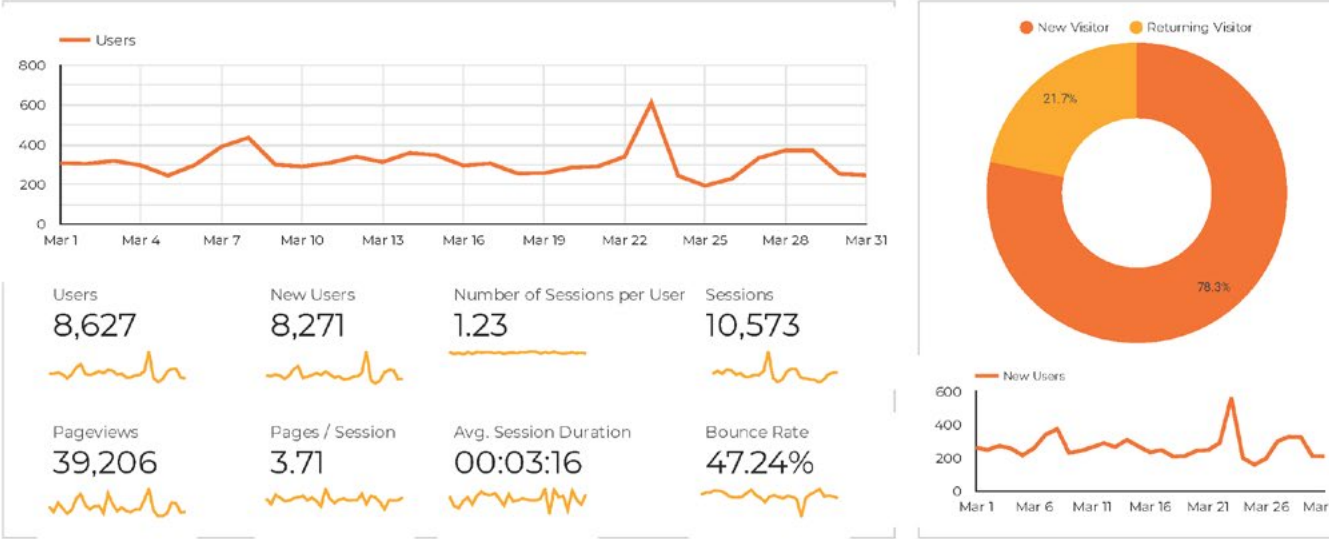
**March 2021 WACO Website Analytics**

Channel ▼

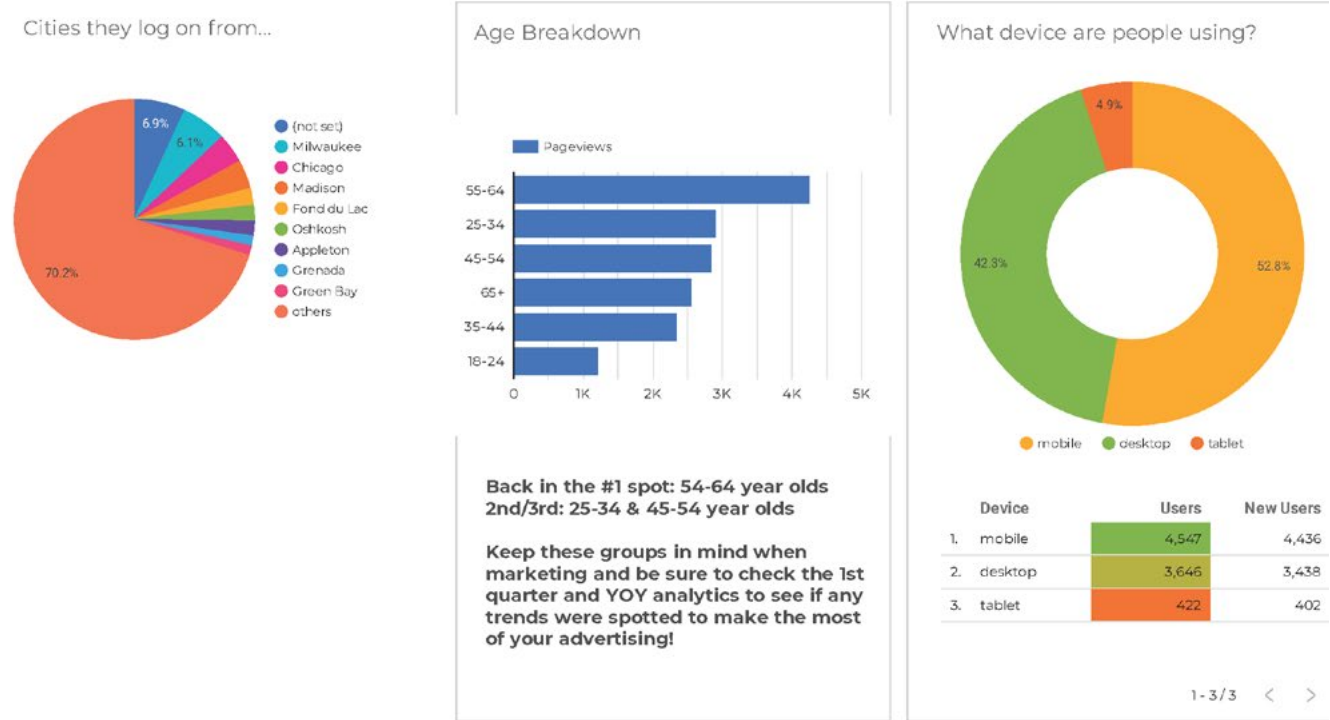
Device ▼

Mar 1, 2021 - Mar 31, 2021 ▼

**Your audience at a glance**



**Let's learn a bit more about folks that visit our website!**







15000

Lakes



300

Campgrounds



92

Days of Summer



1

Wisconsin

# March 2020 vs 2021 WEBSITE STATS

Mar 1, 2021 - Mar 31, 2021: ● Users  
Mar 1, 2020 - Mar 31, 2020: ● Users



Users

120.98%  
8,627 vs 3,904



New Users

125.37%  
8,271 vs 3,670



Sessions

107.88%  
10,573 vs 5,086



Pageviews

118.31%  
39,206 vs 17,959



Pages / Session

5.01%  
3.71 vs 3.53



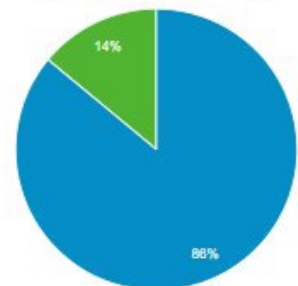
Avg. Session Duration

10.08%  
00:03:17 vs 00:02:59

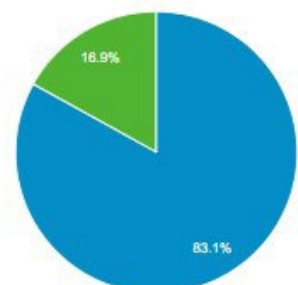


■ New Visitor ■ Returning Visitor

Mar 1, 2021 - Mar 31, 2021



Mar 1, 2020 - Mar 31, 2020



1. ■ 55-64

Mar 1, 2021 - Mar 31, 2021

Mar 1, 2020 - Mar 31, 2020

2. ■ 45-54

Mar 1, 2021 - Mar 31, 2021

Mar 1, 2020 - Mar 31, 2020

3. ■ 25-34

Mar 1, 2021 - Mar 31, 2021

Mar 1, 2020 - Mar 31, 2020

4. ■ 35-44

Mar 1, 2021 - Mar 31, 2021

Mar 1, 2020 - Mar 31, 2020

5. ■ 65+

Mar 1, 2021 - Mar 31, 2021

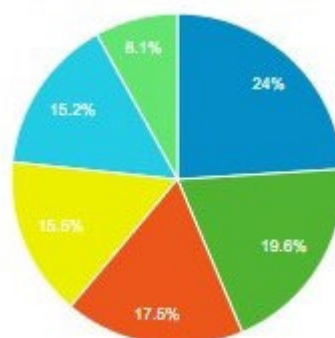
Mar 1, 2020 - Mar 31, 2020

6. ■ 18-24

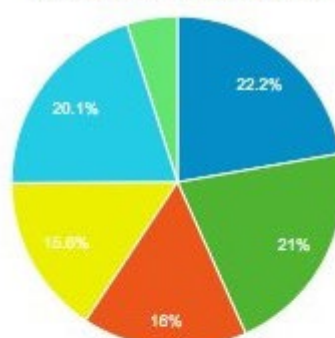
Mar 1, 2021 - Mar 31, 2021

Mar 1, 2020 - Mar 31, 2020

Mar 1, 2021 - Mar 31, 2021



Mar 1, 2020 - Mar 31, 2020



## WHAT TO WATCH

### Age Group Changes

Biggest increase: 18-24

Biggest decrease: 65+

Still seeing an increase when comparing monthly snapshots year over year of the 18-24 year olds.

**ALLOCATE SOME OF YOUR ADVERTISING TO THIS GROWING AGE GROUP!**



**15000**  
Lakes

**300**  
Campgrounds

**92**  
Days of Summer

**1**  
Wisconsin

SOCIAL RELATIONSHIP

### January - March Social Relationship




Social Network	Sessions	% Sessions
1. Facebook	3,436	99.77%
2. Pinterest	5	0.15%
3. Twitter	2	0.06%
4. Instagram Stories	1	0.03%


### January - March Top Landing Pages

Page		Pageviews	% Pageviews
1. /		5,648	7.67%
2. /campgrounds/		4,979	6.76%
3. /central-wisconsin-river/		4,040	5.48%
4. /east-wisconsin-waters/		3,837	5.21%
5. /campgrounds/browse-by-region/		2,979	4.04%
6. /campgrounds/order-campground-directory/		2,283	3.10%
7. /northwoods/		2,263	3.07%
8. /indian-head/		2,189	2.97%







**15000**  
Lakes



**300**  
Campgrounds



**92**  
Days of Summer

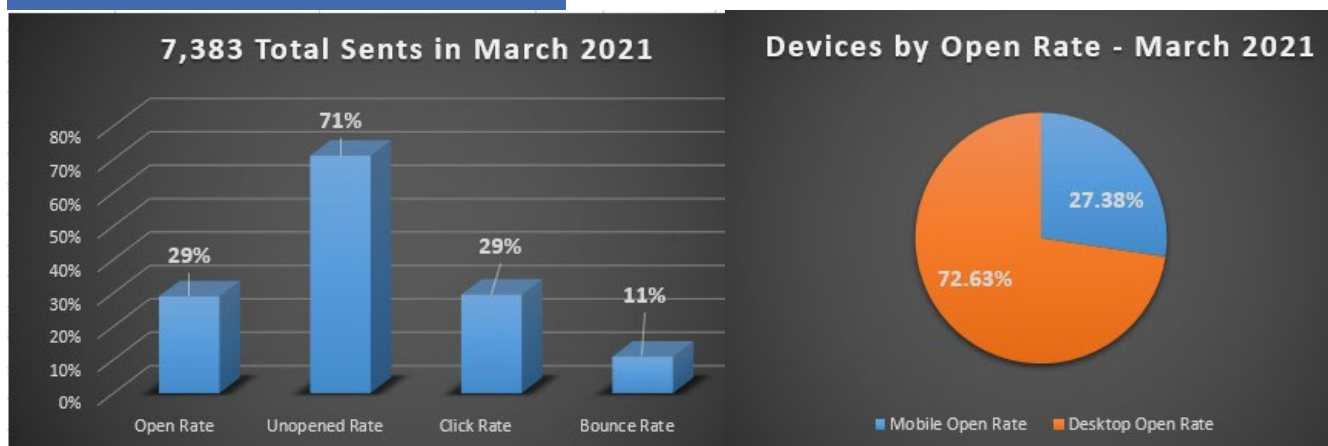


**1**  
Wisconsin

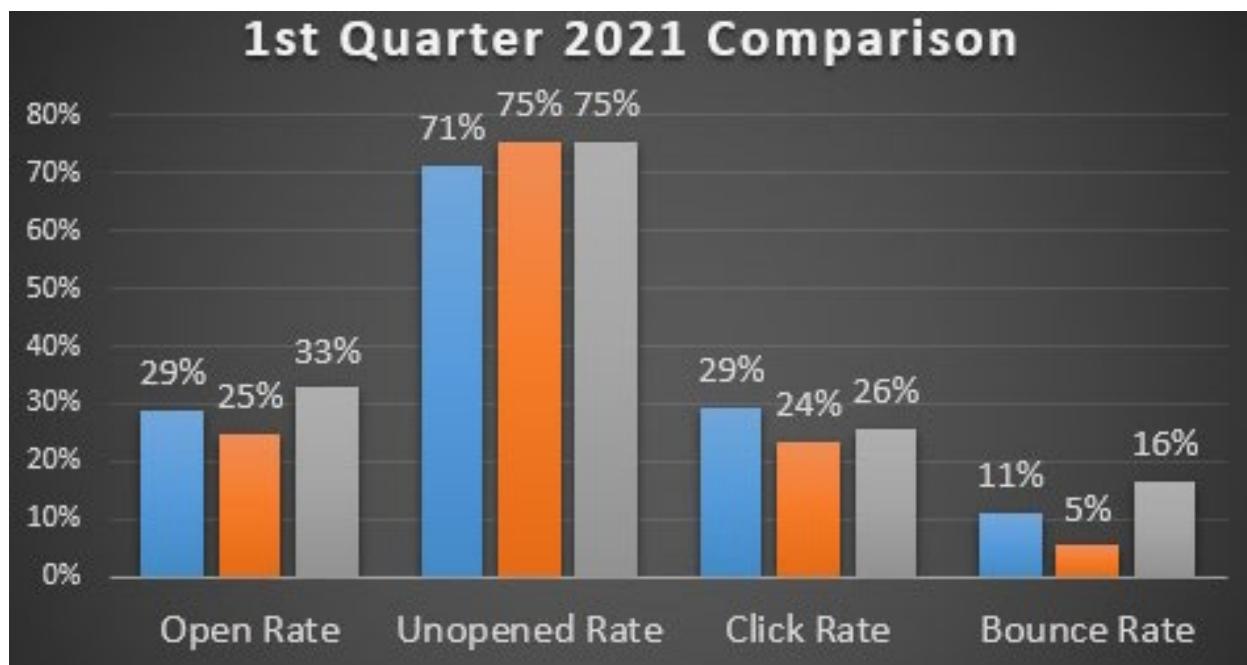
# EMAIL STATS



## March 2021 Stats



## Quarter 1 Stats



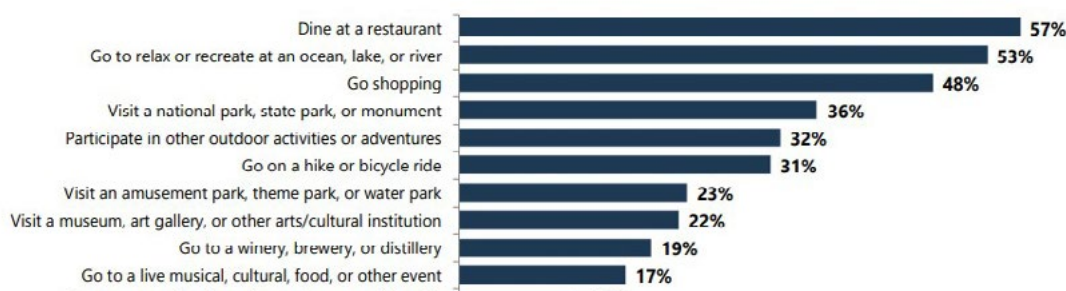
## Top 5 Emails by Open Rate for March 2021

Campaign Name	Sends	Opens	Open Rate
Breaking News- Governor Signs Cocktails to go!	254	127	51.60%
Trade Members: Post-Convention Follow-Up	168	84	51.20%
Final Booth Info For Trade Members2	266	124	48.10%
March 2021 Newsletter	419	192	47.20%
WACO Member updates	254	102	41.50%



## IMPACT ON TRAVEL PLANS

### Activities Travelers Plan to Participate in During Their Summer Travels



## Latest Longwoods Study: COVID-19

According to the latest Longwoods International tracking study of American travelers, 42% are fully vaccinated for COVID-19, up from 24% a month ago and significantly higher than the 26% vaccination rate for the general U.S. population. Another 15% have received one of the two doses of vaccine, and 17% more expect to be at least partially vaccinated by the end of May.

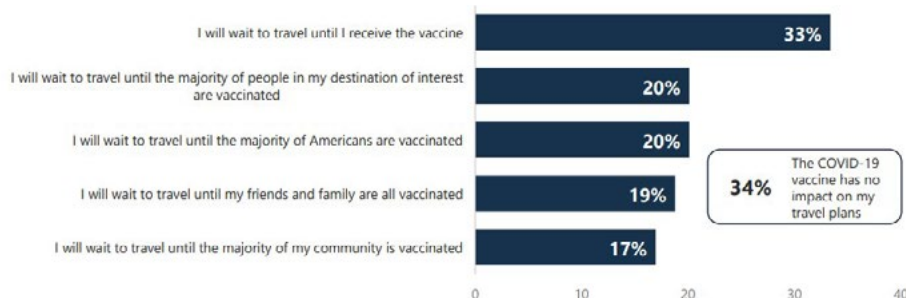
### Travel Plans Wave 33 Study

**61% of travelers feel safe dining in local restaurants and shopping in local retail stores!**

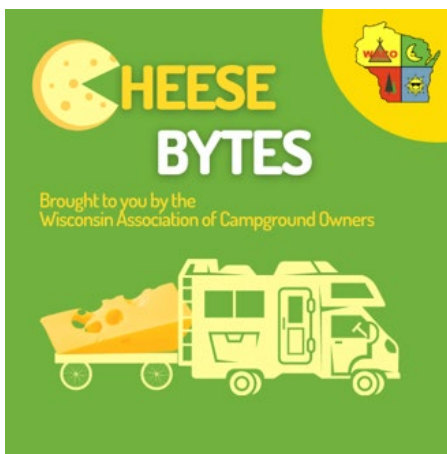
Tourists seem optimistic about getting out and traveling, and they see being vaccinated as a key ingredient to taking safe trips, but while a vast majority of active travelers embrace the vaccines, 12% do not plan to get vaccinated and 9% are unsure if they will.

According to the latest data, confidence in the safety of traveling outside one's home community and support for opening up their local communities to visitors continue to trend upward, now at their highest levels since last May. And 61% feel safe dining in local restaurants and shopping in local retail stores, also the highest level in a year.

### Impact of COVID-19 Vaccine on Travel Plans







# HAVE YOU TAKEN A BYTE OUT OF YOUR ADVERTISING BUDGET LATELY?

## GET STARTED TODAY WITH WACO CHEESE BYTES

Advertising can feel like a rat race. Get better use of your cheddar by featuring your campground in a CHEESE BYTE geared towards your target market!

Take advantage of this advertising opportunity offered by WACO. The Members who have purchased Cheese Bytes have provided excellent reviews so far!

Nichole and Rob from Merry Mac's went with a future option and are "happy to share it with the group since we love how it turned out!"

*Disclaimer: While WACO did not pay Nichole for this testimonial, Tina still owes Nichole drinks. It's to celebrate her month in March. We swear!*

**CHECK OUT THIS  
GREAT FEATURE  
BYTE FROM  
MERRY MAC'S  
CAMPGROUND!**

**\$50 per HIGHLIGHT BYTE  
\$250 per FEATURE BYTE  
COMPLETE CHEESE BYTE  
REGISTRATION FORM HERE**

Take a byte out of your marketing with a WACO Cheese Byte, highlighting or featuring your campground by completing this form:

<https://form.jotform.com/210336063558049>

**DID YOU KNOW?** WACO created a bunch of bytes designed for your busy schedule? Check out the Members section of our website to see Cheese Bytes created to help navigate all the benefits available with your WACO Membership.



*Respectfully Submitted by Blackhawk Bank*



# Are Solar Panels Right For You?

**F**inding alternative energy sources is a priority for many Americans, especially with growing concerns over global warming. However, even if you're not necessarily concerned with environmental issues, and are searching for ways to power your home more efficiently, solar energy is an accessible way to do so.

**W**ithin the last 50 years, the price of solar panel installation for homeowners has steadily decreased, making it available to homeowners who are looking to help the environment and potentially cut down on utility costs.

## HOW DO SOLAR PANELS WORK?

Solar panels use energy from the sun and convert that energy into electricity to power your home. The panels capture photons released from the sun, and as the photons pass through the panels, their electrons are knocked loose; this generates enough energy to power your home. To learn more about how solar panels work, [click here](#).

## HOW DO SOLAR PANELS HELP THE ENVIRONMENT?

Because solar panels use energy from the sun instead of fossil fuels, it is considered a "clean" energy. Fossil fuels (coal, crude oil and natural gases) are expensive to extract and use, and harmful to the environment. Burning fossil fuels produces greenhouse gases, which contributes to global warming.

Solar energy, though, is a renewable energy source, so there are no other costs to use it. Solar panels do not generate greenhouse gasses and do not pollute the air, making them a safe option for your family. By using solar panels, you are dramatically reducing your carbon footprint and helping protect the environment from harmful chemicals.

## ARE THERE INCENTIVES TO PURCHASE SOLAR PANELS?

Yes! One incentive to purchase solar panels is the investment tax credit, also known as the federal solar tax credit. This credit allows you to deduct a certain percentage of solar panel installation costs from your taxes. This tax credit, though, is decreasing every year. The sooner you install solar panels, you may be eligible for a greater tax deduction.

[Solar Renewable Energy Certificates](#) (SRECs) are another incentive to consider. These certificates al-



low homeowners who have solar panels to earn an SREC for every 1000 kilowatt hours of solar energy produced. Homeowners are eligible to sell SRECs to earn extra cash. The price per SREC will depend on where you live.

### WHAT ARE SOME MISCONCEPTIONS ABOUT SOLAR PANELS?

A common misconception about solar panels is that you have to live in a warm climate or have a south-facing roof in order to maximize the use of the solar panels. However, solar panels can be utilized in cloudy weather just the same.

“Most people believe that the Midwest does not receive enough sunlight for solar panels to work,” says Dan Puckett, Sr. Vice President at Iconic Energy. “Germany has the lowest average hours of sunlight per day, but they remain one of the highest producers of solar energy.”

Most installers can design systems to help you maximize the use of your solar panels.

### CAN SOLAR PANELS SAVE ME MONEY?

Solar panels are not going to instantly save you money, as there are upfront costs associated with installation. However, over time you will start to see an increase in savings, as you will pay less for electricity. There is no cost to operate your solar panels, so you can generate electricity for free (instead of being dependent on a traditional power grid). Many homeowners with solar panels report reduced or eliminated electric bills, and as the cost of electric continues to rise, solar panels are a great way to cut utility costs for years to come.

Additionally, adding solar panels to your house is a smart way to [raise the value of your home](#). When you are ready to sell your home, you could receive a better price because your home utilizes solar energy, making for a great return on investment.

### LEARN MORE

At Blackhawk Bank, we want to ensure our customers and communities know about opportunities to save money and support the planet by going green. Are you interested in learning more about how Blackhawk Bank can help you save money? [Contact us today!](#)

To learn more about Iconic Energy, [click here!](#)



## WANT TO MAKE A DONATION TO THE GILBERT BROWN FOUNDATION? WE DO TOO!

**If you're ready to grow, it's time to speak with a banker that understands the campground industry and, more importantly, the nuances of your specific business.**

**Meet with a Blackhawk Banker before June 30, 2021 to discuss a business opportunity and we will donate \$100 in your name to the Gilbert Brown Foundation!**

**Are you ready for a different kind of bank?  
To speak with our Campground Specialists, [visit our website!](#)**

## Are you ready for a different kind of bank?

**Blackhawk Bank is a Wisconsin-based community bank specializing in consultation and advice-driven relationships.**

When you work with Blackhawk Bank, you'll find a true advocate and dynamic financial partner:

- Business transition and succession plans to help protect what you've worked hard to build
- Website and HR consultation
- Alternative payment plans
- Merchant Services with many options to accept credit and debit cards

**800.209.2616**

[blackhawkbank.com/phil-whitehead](https://blackhawkbank.com/phil-whitehead)

**Blackhawk Bank**

MEMBER FDIC EQUAL HOUSING LENDER





**Cyndie Rasmussen of Wisconsin Riverside Resort won March's HIDDEN IMAGE game!**

**Cyndie was our first winner of a \$100 Kwik Trip gift card - congrats lady!**

We know that the Members section of our website has a lot of information, which can get overwhelming. We created a fun way for you to explore all the great resources housed in the Members Only section!

#### **Here's how it works:**

- Each week, there will be an image (check out our little guy here) on a specific page of the Members Only section of the website.
- We will post a clue for you as to where that image is hiding.
- Once you find it, click the image and fill out the entry form.
- When you find the image, fill out the form, entering you to win a \$100 Kwik Trip gift card for that month!

***That's right - we are giving one away every month, so watch Facebook for your weekly chance to enter!***

## **MEMBER IDEA**



Join us at Glacier Valley Campground, where fellow veterans are always welcome!

Our 70-acre campground offers plenty of things to do. We have a large lined swim pond, hiking trails, playgrounds, disc golf, and mini golf. Our Saturday happy hours pull together campers from all walks of life, and the many themed weekends offer fun and sometimes unique activities for those wanting more. If you are looking for a relaxing place to take the family, try us out!

As far as we know, Glacier Valley is the only campground in the country run by a graduate of the U. S. Naval Academy in Annapolis (or any other service academy, for that matter). It is also one of very few campgrounds run by a Vietnam vet.

We are honoring campers who have shared the military experience. By mentioning "veteran's discount" at the time of booking, qualified campers will receive discounted rates for their RV or tent site.

10% discount for veterans & active duty military	
20% discount for Navy veterans	
30% discount for Vietnam vets	
50% discount for military academy grads	



Glacier Valley Campground  
N8129 Larson Rd, Cambria WI 53923  
920-348-5488  
[www.glaciervalleycampground.com/veterans](http://www.glaciervalleycampground.com/veterans)

Rich from Glacier Valley Campground shared this marketing idea with our office. What a great way to say "thank you" to our Veterans, by honoring their service, not only on Heroes Weekend, but all season long.

Richard let us know he sent out this mailed to "80+ VFW and legion posts within a 50 mile radius,"

The back of the postcard included a map of their location in Wisconsin, along with emblems for various military and legion posts throughout their area.

**NICE WORK RICHARD AND THANKS FOR SHARING!**





# Board of Directors

The WACO Board of Directors consists of dedicated members focused on determining the best options for your association. If you have ideas, questions, or want to get more involved, reach out to one of them or the WACO office. *Here is your new 2021 Board of Directors!*

 <p><b>Scott Kollock, President</b> Vista Royale Campground <a href="mailto:skollock@uniontel.net">skollock@uniontel.net</a> 715-335-6860 2021-2024 1st Term</p>	 <p><b>Patricia Lombardo, Director</b> Equity Lifestyle <a href="mailto:patricia_lombardo@equitylifestyle.com">patricia_lombardo@equitylifestyle.com</a> 312-533-7255 2019-2022 1st Term</p>
 <p><b>Bud Styer, Past President</b> Jellystone Park™ Fort Atkinson <a href="mailto:mrbud@budstyerassociates.com">mrbud@budstyerassociates.com</a> 608-592-2128 2021-2022</p>	 <p><b>Brian Huth, Treasurer</b> Camping in the Clouds <a href="mailto:Brianhuth22@yahoo.com">Brianhuth22@yahoo.com</a> 920-422-4315 2020-2023 1st Term</p>
 <p><b>Mike Dricken, Director</b> Lake Lenwood Beach and Campground <a href="mailto:mmdricken@gmail.com">mmdricken@gmail.com</a> 262-334-1335 2016-2022 2nd Term</p>	 <p><b>Peter Hagen, 2<sup>nd</sup> Vice President</b> Pride of America <a href="mailto:petehagen@camppoa.com">petehagen@camppoa.com</a> 800-236-6395 2020-2023 1st Term</p>
 <p><b>Ashley Weiss, 1st Vice President</b> Wilderness Campground <a href="mailto:mweiss@wildernesscampground.com">mweiss@wildernesscampground.com</a> 608-297-2002 2018-2024 2nd Term</p>	 <p><b>Rob Brinkmeier, Director</b> Merry Macs Campground <a href="mailto:camp@merrymacscampground.com">camp@merrymacscampground.com</a> 815-541-4934 2020-2023 1st Term</p>
 <p><b>Laurie Adams, Secretary</b> Baraboo Hills Campground <a href="mailto:camp@baraboohillscampground.com">camp@baraboohillscampground.com</a> 608-356-8505 2018-2024 2nd Term</p>	 <p><b>Kristi Mlodzik, Director</b> Duck Creek Campground <a href="mailto:duckcrg@frontier.com">duckcrg@frontier.com</a> 608-429-2425 2021-2024 1st Term</p>
 <p><b>Mark Stefan, Director</b> Grand Valley Campground <a href="mailto:info@grandvalleycampground.com">info@grandvalleycampground.com</a> 920-394-3643 2018-2024 2nd Term</p>	 <p><b>Sarah Krause, Director</b> River's Edge Campground <a href="mailto:camp@riversedgewisconsin.com">camp@riversedgewisconsin.com</a> 715-344-8058 2021-2024 1st Term</p>
 <p><b>Scott Grenon, 3rd Vice President</b> Tunnel Trail Campground <a href="mailto:scott@tunneltrail.com">scott@tunneltrail.com</a> 608-435-6829 2019-2022 1st Term</p>	 <p><b>Deneen Peterson, Director</b> Stoney Creek RV Resort <a href="mailto:info@stoneycreekrvresort.com">info@stoneycreekrvresort.com</a> 715-597-2102 2021-2024 1st Term</p>
 <p><b>Jim Button, 2021 ARVC Representative</b> Evergreen Campsites and Resort <a href="mailto:evergreencampsites@gmail.com">evergreencampsites@gmail.com</a> 920-622-3498</p>	 <p><b>Lori Severson, Executive Director</b> Severson &amp; Associates <a href="mailto:lori@seversonandassociates.com">lori@seversonandassociates.com</a> 608-792-5915</p>

**Watch in May's Newsletter for an updated committee listing.  
If you have an idea or question you'll know just who to approach!**





## WACO OFFICE

PO Box 228

Ettrick, WI 54627

WACO Phone (608) 525-2327

[wisconsincampgrounds.com](http://wisconsincampgrounds.com)

## Severson & Associates

Phone (608) 525-2323 | Fax (608) 525-2328

[lori@seversonandassociates.com](mailto:lori@seversonandassociates.com)

