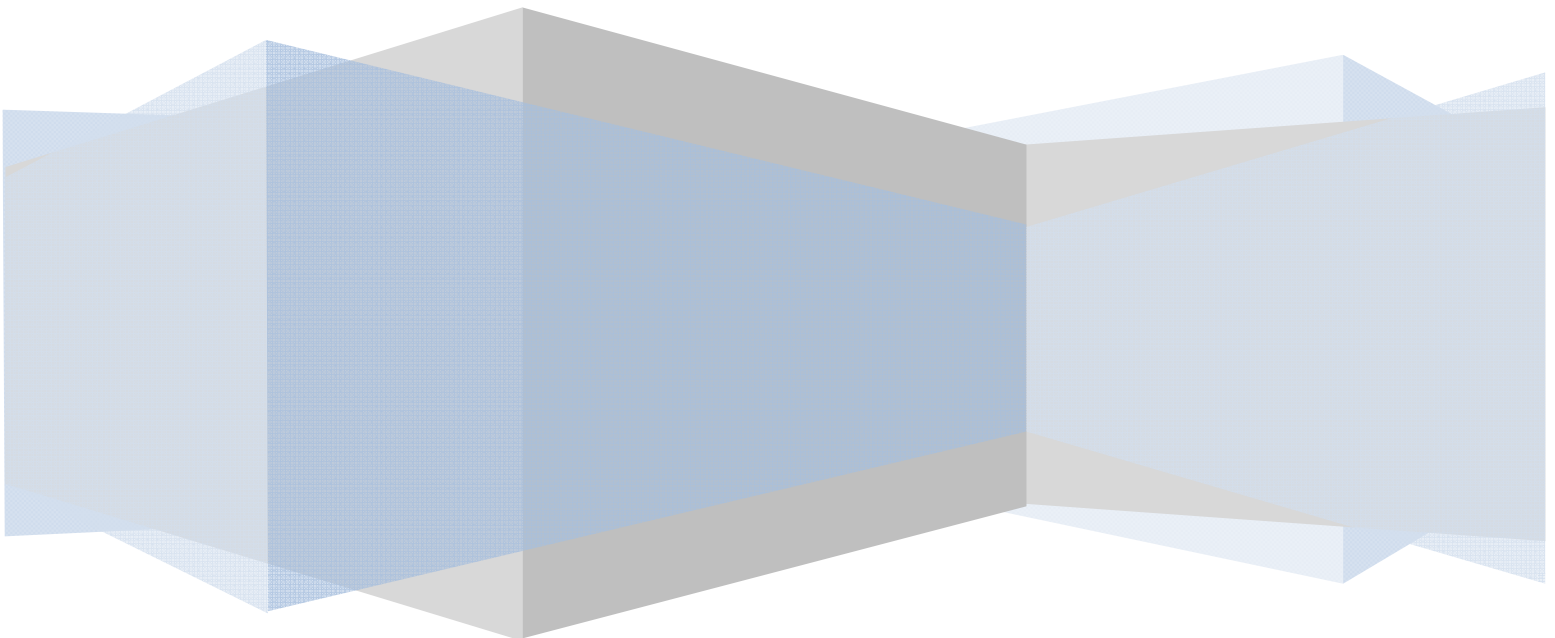




# **Budget 2008-2009**

Approved June 2, 2008



# Alberta School Boards Association Board of Directors

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**Heather Welwood**  
President



**John Lehnrs**  
Zone 1 Director



**Serafino Scarpino**  
Calgary Catholic Director



**Jacquie Hansen**  
Vice-President



**Lynda Akers**  
Zone 2/3 Director



**Carol Bazinet**  
Calgary Public Director



**Clayton Jespersen**  
Zone 2/3 Director



**Bev Esslinger**  
Edmonton Public Director



**Jackie Swainson**  
Zone 4 Director



**Marilyn Bergstra**  
Edmonton Catholic Director



**Doug Gardner**  
Zone 5 Director



**Kerry Milder**  
Zone 6 Director

# Alberta School Boards Association

## Budget – 2008/2009

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### **Budget Principles**

There are a number of factors taken into consideration when preparing the budget for the Association.

- ◆ Reasonable increases in membership and other fees
- ◆ Sustaining a level of service previously approved by the membership
- ◆ Sustaining active involvement in committee and task force work (e.g. high school completion, transportation, infrastructure, safe and caring schools, drug awareness, healthy kids, funding framework, anaphylaxis, school fees and fundraising)
- ◆ Development of new services
- ◆ Trustee development for the year
- ◆ Current cost of expenses: annual lease, insurance, memberships, telecommunications
- ◆ Appropriate compensation levels and working conditions for staff
- ◆ Appropriate compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces
- ◆ Appropriate expense reimbursement for trustees and staff working on Association business (e.g. setting of the annual mileage rate)
- ◆ Work on Association policy
- ◆ ASBA mandate and strategic priorities

# Alberta School Boards Association

## Budget – 2008/2009

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### **Member Input**

In November each year, the ASBA Board of Directors asks school boards for input into the strategic plan. For the 2008-2011 strategic planning session input was received from 14 school boards. The ASBA Board of Directors considered this input at their strategic planning session in January and the items included in the strategic plan are incorporated into the budget using currently available resources.

Member boards highlighted a number of areas they believed were important:

- ◆ Continued support for the three key advocacy priorities: high school completion, transportation, infrastructure
- ◆ Other identified advocacy opportunities: sufficient funding for public education, extension of the eligibility of ECS program unit funding, full reimbursement of gst, preservation and enhancement of reasonable local autonomy in the governance of public education
- ◆ Aboriginal education
- ◆ Increased public awareness of trusteeship
- ◆ Research on the notion of choice – alternatives to traditional education
- ◆ Building trustee capacity (increased trustee development), respect and recognition
- ◆ Preparing for 2012 when the teacher agreement expires

### **Strategic Priorities**

The strategic priorities from the 2008-2011 Strategic Plan are included below. For a more detailed look at the ASBA Strategic Plan go to [www.asba.ab.ca](http://www.asba.ab.ca).

- ◆ The ASBA advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards.
- ◆ The ASBA provides timely, well researched information on public education issues to school boards.
- ◆ The ASBA elevates the importance of partnerships in all of its advocacy efforts.
- ◆ The ASBA builds the leadership capacity of individual school boards (services to boards and trustee development).
- ◆ The ASBA addresses the matter of teacher bargaining beyond August 31, 2012.

# Alberta School Boards Association

## Budget – 2008/2009

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### **The 2008-2009 Budget**

A draft budget is considered by the ASBA Board of Directors in March each year. The ASBA Board of Directors reviews budget assumptions, makes choices on various scenarios and approves a draft budget that is presented to the membership at Zones and the Spring General Meeting.

At the Spring General Meeting, the membership amended the draft budget voting to increase fee for service rates from \$145/hr to \$149/hr for labour and communication services and \$175/hr to \$179/hr for legal and educational services instead of charging back 33% of travel costs to school boards using association services.

ASBA Member Boards approved the amended budget at the Spring General Meeting on June 2<sup>nd</sup>, 2008.

The 2008-2009 budget is \$106,049 (2.3%) higher than the previous year. In the 2008-2009 budget, existing staff resources are being directed to a number of different areas: special initiatives (e.g. transportation, high school completion, infrastructure); increased trustee development; the development and provision of new member services; and increased research. The same level of service will be continued in legal, educational and communication services. Labour services will be reduced because of the five-year teacher agreement and staff resources will be redirected to the areas identified above (new member services and trustee development). Dollars have been allocated for the administration and governance of our insurance and pension programs (ASEBP, ASBIE, SiPP, PICA). There is also a proposed 3% increase in salaries and per diems and board members will be compensated for attendance at conferences. The proposed membership fee increase is 1.5% or \$40,689.

# Alberta School Boards Association

## Budget – 2008/2009

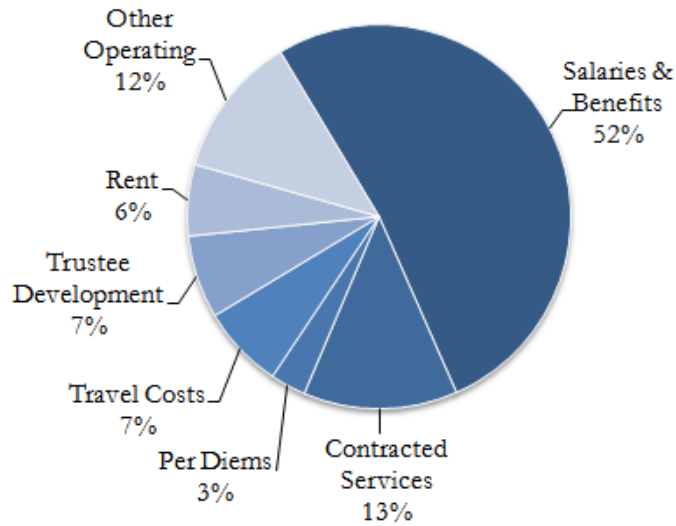
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	2008/2009 Budget	2007/2008 Budget	2006/2007 Actual
<b>Revenue</b>			
Membership Fees	\$ 2,753,313	\$ 2,712,624	\$ 2,685,773
Service Revenue (FFS, ASEBP)	1,241,787	1,327,941	1,308,717
Other Revenue (Grant, Interest, Misc)	208,669	200,332	256,619
Trustee Development - Registrations	544,925	401,750	507,829
<b>Total Operating Revenue</b>	<b>\$ 4,748,695</b>	<b>\$ 4,642,646</b>	<b>\$ 4,758,938</b>
<b>Expenditures</b>			
Member Services	\$ 2,099,129	\$ 2,051,696	\$ 1,932,551
Executive, Corporate & Communication Serv	1,459,408	1,496,411	1,477,432
Governance	472,484	428,532	572,510
Rental/Office Costs	294,828	288,974	269,457
Trustee Development Costs	322,846	277,033	378,212
(Gain)/Loss of Disposal of Assets	-	-	-
Depreciation	100,000	100,000	89,542
<b>Total Operating Expenditures</b>	<b>\$ 4,748,695</b>	<b>\$ 4,642,646</b>	<b>\$ 4,719,704</b>
<b>Total Budget Surplus (Deficit)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 39,234</b>

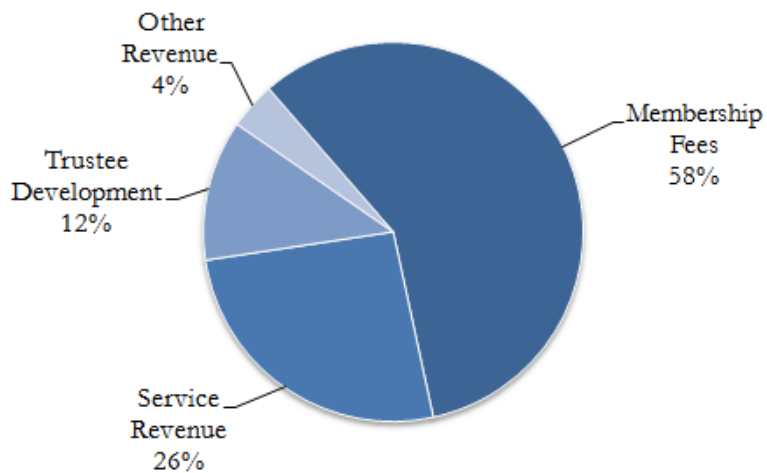
# Alberta School Boards Association Budget – 2008/2009

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## Expense Distribution



## Revenue Distribution



# Alberta School Boards Association

## Budget – 2008/2009

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		2008/2009 Budget	2007/2008 Budget	2006/2007 Actual
<b>Revenue</b>				
1	Membership Fees	\$ 2,753,313	\$ 2,712,624	\$ 2,685,773
2	Fee for Service Revenue	1,203,692	1,290,558	1,270,893
3	Interest Income	122,419	120,349	128,070
4	ASEBP	38,095	37,383	37,824
5	Trustee Development - Registrations	544,925	401,750	507,829
6	Trustee Development Grant	78,750	75,000	75,000
7	Miscellaneous Revenue	7,500	4,983	53,549
<b>Total Revenue</b>		<b>\$ 4,748,695</b>	<b>\$ 4,642,646</b>	<b>\$ 4,758,938</b>

### **Changes to Revenue**

1. Proposed 1.5% increase in membership fees = \$40,689.
2. Approximately 6,921 hours at \$179/hr for legal and educational services and \$149/hr for labour and communication services. In the 2008-2009 budget, fee for service hours have been reduced to account for the decrease in labour hours with the five-year teacher agreement in place. There is still provision for some labour hours as services are still required for other groups of school board employees. Fee for service hours also includes an allocation for new services. Rates will increase from \$145/hr to \$149/hr for labour and communication services and from \$175/hr to \$179/hr for legal and educational services. The total decrease in fee for service in dollars is \$86,866.
3. Interest income is calculated at 2008 expected rates of return resulting in an increase of \$2,070.
4. The ASEBP service fee is adjusted for gst at 5%.
5. There is no increase in registration fees. This budget includes additional trustee development sessions to be rolled out in 2008-2009 resulting in a total increase in registration revenues = \$143,175. We will be directing existing staff resources to trustee development – an area members have highlighted as important.
6. Increased 5% over the 2007 grant amount.
7. Miscellaneous revenue – small contingency.

# Alberta School Boards Association

## Budget – 2008/2009

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	2008/2009 Budget	2007/2008 Budget	2006/2007 Actual
<b>Member Services</b>			
Total Salaries	\$ 1,362,190	\$ 1,324,151	\$ 1,258,873
Benefits	252,966	248,237	182,724
Casual Labour	10,000	10,000	7,717
Insurance	32,000	28,657	30,838
Contracted Services	238,065	239,929	296,964
Travel	61,186	58,000	53,196
Meals & Accommodation	40,500	40,500	33,419
Conferences	18,000	18,000	6,036
Staff Development	3,000	3,000	492
Catering	1,750	1,750	1,141
Memberships	15,472	13,472	12,533
Library & Subscriptions	31,500	33,500	31,020
Insurance Partnerships	30,000	30,000	17,140
Legal Action Costs	1,000	1,000	-
Miscellaneous	1,500	1,500	458
<b>Total Expenditures</b>	<b>\$ 2,099,129</b>	<b>\$ 2,051,696</b>	<b>\$ 1,932,551</b>

### **Notes for Member Services**

Services to individual boards include:

- ◆ Legal Services
- ◆ Labour relations and human resources
- ◆ Policy development and reviews
- ◆ Executive searches
- ◆ Superintendent and board evaluations
- ◆ Strategic planning

# Alberta School Boards Association

## Budget – 2008/2009

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### Notes for Member Services continued

Fee for service revenue generated in 2006-2007: \$1,270,893 (66% of department costs)

- ◆ Legal (FFS = \$749,167)
- ◆ Labour (FFS = \$258,812)
- ◆ Educational Services (FFS = \$258,308)

Member Services also provides services to the Association for the benefit of all boards including:

- ◆ Executing Association policy/directives for action and reporting outcomes
- ◆ The development and implementation of strategic initiatives (based on strategic priorities set by the ASBA Board of Directors)
- ◆ Strategic plan reporting (tracking completion of strategic initiatives)
- ◆ Research on and analysis of educational issues and challenges (e.g. impact of the five-year deal, drug awareness, early literacy/numeracy, high school completion, impact of funding framework, funding shortfalls in Alberta's public education system, Alberta's school building deficit, choice – alternatives to traditional education, anaphylaxis, school fees and fundraising)
- ◆ The "Board Learning Centre" – online learning modules specifically designed for school trustees
- ◆ Conducting various studies (e.g. metro board study, rural board study)
- ◆ Policy process
- ◆ Presenting issue forums and seminars
- ◆ Exploring new member services
- ◆ Trustee development
- ◆ Insurance, pension and benefit programs (ASBIE, SiPP, ASEBP, PICA)
  - ◆ ASBIE – an insurance program tailored to meet the needs of school boards.
  - ◆ Registered SiPP – school boards may choose to offer this supplemental pension plan to their senior jurisdictional employees.
  - ◆ ASEBP – an employee benefit program specifically designed to meet the health benefit needs of Alberta's education sector.
  - ◆ PICA – a consortium advancing the interest of our members with regard to energy utility matters.

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for Member Services continued**

Overall, the 2008-2009 budget for Member Services is \$19,749 higher than 2007-2008.

- ◆ Salaries and benefits have increased by \$42,768 (2.7%) this year over last year's budget.

### Positions included in 2008-2009 budget (14.6 FTE):

- ◆ 5 lawyers
- ◆ 1 director – new member services
- ◆ 1 manager – special initiatives/trustee development
- ◆ 2 negotiators and human resource specialists
- ◆ 1 policy and research analyst
- ◆ 2.60 legal secretaries
- ◆ 1 policy coordinator/administrative assistant
- ◆ 1 administrative assistant

Contracted services are used by the Association to meet the demand for educational services and are contracted on an as needed basis.

### Contracted Services:

- ◆ 2006-2007 actual = \$296,964
- ◆ 2007-2008 budget = \$239,929
- ◆ 2008-2009 budget = \$238,065

The costs for providing educational services through contracted services are covered through fee for service revenue.

### Factors contributing to the increase in the Member Services area include:

- ◆ 3.0% projected market increase in salaries (no merit increases are budgeted)
- ◆ 1.9% increase in benefit costs

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for Member Services continued**

Employer contribution rates for LAPP are currently 7.75% of salary up to \$44,900 and 10.64% over \$44,900 to a maximum of \$130,120. LAPP rates are projected at the same rates for 2009. Any increases are due to paying pension and benefits on increased salary costs.

The Edmonton law firm of Reynolds Mirth Richards & Farmer LLP continue to be engaged to complement the services offered by our excellent legal team improving turn around on school board requests for legal services.

Library and subscription costs have been reduced. Projections are based on prior year actuals. Subscription and library expenses include legal publications such as Quicklaw, Province of Alberta, Buttersworth, Canadian Law Book, Carswell, CAPSLE, the Arnet Report and various other educational resources.

Insurance partnerships are costs incurred by ASBA to participate in the administration and governance of our insurance and pension programs including SiPP, ASBIE, ASEBP and PICA. These costs are forecasted to be the same (\$30,000) in the 2008-2009 budget (cost of these programs in 2005-2006 = \$102,753, 2006-2007 = \$17,140) as these are now established programs. Costs in 2006-2007 were lower than actual as some costs were recovered from a prior period in the 2006-2007 year.

Insurance costs are from the employed lawyer's liability policy. The 2008-2009 budget reflects a 4% premium increase (from actuals). The policy covers 5 lawyers.

Travel, meals and accommodation are costs related to the provision of labour and educational services across the province.

The mileage rate is \$0.48/km.

Memberships include the Law Society of Alberta (5 lawyers), the Canadian Bar Association, North American Association of Educational Negotiators, Canadian Education Association, AAMD&C, Alberta Chamber of Commerce, American Association of School Administrators and Education Law Association.

# Alberta School Boards Association

## Budget – 2008/2009

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	2008/2009 Budget	2007/2008 Budget	2006/2007 Actual
<b>Executive, Corporate and Communication Services</b>			
Total Salaries	\$ 649,679	\$ 665,964	\$ 690,597
Benefits	150,679	138,845	143,194
Casual Labour	22,000	22,000	33,550
Contracted Services	327,600	313,600	317,220
Graphic Design	1,500	1,500	248
Writers	1,000	1,000	-
Publications Production	7,000	7,000	4,131
Travel	45,500	45,500	58,664
Meals & Accommodation	44,900	44,900	39,074
Conferences	11,500	11,500	8,177
Memberships	9,500	9,500	9,533
Promotional Materials	2,500	2,500	4,005
Bank & Interest Charges	3,600	3,600	3,489
Miscellaneous	17,750	17,750	18,033
Printing	1,000	3,500	611
Postage	10,500	10,500	9,179
Courier & Delivery	7,500	9,000	6,801
Telephone	48,000	59,002	44,800
Staff Development	2,750	2,750	1,504
Equipment Costs	25,000	43,000	22,776
Stationery Supplies	36,000	46,000	33,989
Subscriptions	13,850	14,250	5,716
Meeting Supplies/Catering	5,250	5,250	9,279
Staff Functions	8,000	8,000	6,546
Insurance	6,850	10,000	6,316
<b>Total Expenditures</b>	<b>\$ 1,459,408</b>	<b>\$ 1,496,411</b>	<b>\$ 1,477,432</b>

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for Executive, Corporate and Communication Services**

Executive, Corporate and Communication Services include:

- ◆ Executive Director responsibilities (See Strategic Plan, Executive Limitations)
- ◆ Support for the President, Vice President and Board of Directors
- ◆ Development and implementation of strategic initiatives (based on strategic priorities set by the Board of Directors)
- ◆ Executing policies/directives for action and reporting outcomes
- ◆ Government relations
- ◆ Advocacy (3 priorities are high school completion, transportation and infrastructure)
- ◆ Relationships and partnerships
- ◆ Identifying and developing cooperative insurance/pension/purchasing programs to benefit school boards
- ◆ The communications function
- ◆ The annual report
- ◆ The website - see [www.asba.ab.ca](http://www.asba.ab.ca) - has up-to-date research and information
- ◆ Trustee development (issue forums, workshops, seminars, leadership academy)
- ◆ General meeting preparation and administration
- ◆ Policy advisory
- ◆ Communications now
- ◆ Issue monitoring and action
- ◆ Key message development
- ◆ Media relations
- ◆ Public relations
- ◆ Communication services
- ◆ Member surveys
- ◆ Hot news
- ◆ Increasing trustee awareness
- ◆ Exploring new member services

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for Executive, Corporate and Communication Services Continued**

- ◆ Development and communication of budget
- ◆ Human resources, accounting and internal computer services
- ◆ Administration relating to zone chair and board chair meetings
- ◆ Administration relating to the strategic planning session
- ◆ Administration relating to SiPP, ASBIE, PICA and ASEBP
- ◆ Matters relating to CSBA

The 2008-2009 budget for these services has decreased by \$37,003 (2.5%):

#### Changes in Executive, Corporate and Communication Services include:

- ◆ Salaries have decreased by \$16,285 (2.45%) this year over last year's budget. The projected salary increase is 3.0% however one position will be moved to 0.6fte from 1fte.
- ◆ A projected increase in benefit costs of \$11,835 (8.52%)
- ◆ Employer contribution rates for LAPP are currently at 7.75% of salary up to \$44,900 and 10.64% over \$44,900 to a maximum of \$130,120. LAPP rates are projected at the same rates for 2009.
- ◆ Executive Director participation in the Registered SiPP (\$6,110), Non Registered SiPP (\$2,632) Non Registered SiPP past service obligation (\$22,700).
- ◆ An increase in essential (accounting, computer) contracted service costs of \$14,000 (4.5%).

#### Positions included in the 2008-2009 budget (7.0 FTE):

##### Executive Director

- ◆ Executive Director - 2008-2009 Salary = \$167,780 (Projected - determined by Board of Directors – see next page)

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for Executive, Corporate and Communication Services Continued**

#### Executive Director Performance Evaluation:

The ASBA promotes a CEO evaluation process for use by boards to evaluate their Superintendent/CEO. As such, the evaluation process for the ASBA Executive Director was brought in line with this process. During the year, the ASBA Board of Directors receives an accountability report for each of the major areas of responsibility delegated to the Executive Director in his job description. Annually, all accountability reports and updates are compiled into an evidence portfolio which is reviewed by the Board. From this review, an evaluation report is produced. Compensation increases are approved by the Board of Directors.

#### Other Positions:

- ◆ 2.5 Directors (Corporate Services (.6FTE), Finance and Administrative Services(.85FTE), Communications)
- ◆ 1 Receptionist and Administrative Assistant
- ◆ 1 Executive Administrative Assistant
- ◆ 1.5 Administrative Assistants

Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help.

Insurance costs cover the directors and officers liability policy and property and general liability insurance (ASBIE).

Travel, meals and accommodations are costs incurred to travel to zone meetings, member board meetings, general meetings, CSBA and NSBA. There is no change projected for travel, meal and accommodation costs. The mileage rate is \$0.48/km (recommended rate published by the Canada Revenue Agency in January 2008).

Equipment costs are annual costs for in-house photocopiers, fax machines, printers, network repairs. These have been projected using actual costs from previous years.

Stationery costs have been decreased by \$10,000. These have also been projected using actual costs from previous years.

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for Executive, Corporate and Communication Services Continued**

Staff function costs relate to the staff planning session/staff meetings/other staff related office costs.

Miscellaneous expense is a combined allocation from four departments (Communications, Finance, Executive Office and Corporate Services). Examples of other costs included in miscellaneous expense are: Capital Health – Staff Flu Shot Program, dish soap, carpet cleaning, replacement of glasses and dishes, small donations, etc.

# Alberta School Boards Association

## Budget – 2008/2009

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	2008/2009 Budget	2007/2008 Budget	2006/2007 Actual
<b>Governance</b>			
CPP Costs	\$ 8,000	\$ 6,500	\$ 7,314
Per Diem	103,118	80,727	109,238
Honoraria	10,000	10,000	9,775
Contracted Services	26,250	13,750	106,599
Insurance	2,500	1,500	2,484
Edwin Parr (Included in travel/meals/accom)	-	-	-
Travel	84,500	75,000	94,609
Meals & Accommodation	47,561	40,500	68,474
Conferences (Registration costs)	6,000	6,000	2,787
Conference of Choice (Registration costs)	6,000	6,000	6,622
Equipment Rental	250	250	970
CSBA Membership	64,305	64,305	62,886
Catering	22,000	34,500	19,987
Meeting Rooms	1,000	1,000	720
Promotional Material	250	250	-
Telecommunications	1,000	750	956
Miscellaneous	500	500	592
<b>Total Expenditures</b>	<b>\$ 383,234</b>	<b>\$ 341,532</b>	<b>\$ 494,013</b>
<b>President</b>			
Per Diem	\$ 22,250	\$ 20,000	\$ 21,600
Honoraria	20,000	20,000	20,000
Travel	24,000	24,000	17,305
Meals & Accommodation	15,500	15,500	14,083
Telecommunications	750	750	834
Memberships	3,000	3,000	2,795
Miscellaneous	750	750	-
Conferences	3,000	3,000	1,880
<b>Total Expenditures</b>	<b>\$ 89,250</b>	<b>\$ 87,000</b>	<b>\$ 78,497</b>
<b>Total Expenditures - Governance</b>	<b>\$ 472,484</b>	<b>\$ 428,532</b>	<b>\$ 572,510</b>

# Alberta School Boards Association

## Budget – 2008/2009

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### Notes for Governance

Governance includes Board of Director's meetings, Executive Committee meetings, Strategic Planning, Leadership Retreat and the Executive Director evaluation. Governance also includes compensation for representation on internal or external committees and attendance at zone and board chair meetings. These costs are included in per diems.

### Governance activities include:

- ◆ Strategic planning – leadership in the development and promotion of strategic priorities
- ◆ Policy process
- ◆ Advocacy – 3 priorities are high school completion, transportation and infrastructure
- ◆ Board roles (budget, policy, executive director evaluation, executive director compensation, fiscal accountability, ASEBP, school board to school board relationships, trustee awareness, aboriginal initiatives, teacher qualifications salary board, infrastructure, school board-municipal government relationships, special needs, trends and innovations)
- ◆ Board chair/zone meetings
- ◆ Committee representation (e.g. Minister's Advisory Committee on Small School Programming, Funding Framework, High School Completion, Safe and Caring Schools/AISI planning committee, drug awareness, children and poverty, etc.)
- ◆ Communication (media/public/member) – President
- ◆ Organizational environment (e.g. governance review)
- ◆ Relationships
- ◆ Election and trustee awareness
- ◆ Member board satisfaction
- ◆ Budget
- ◆ Executive Director evaluation
- ◆ CSBA

# Alberta School Boards Association

## Budget – 2008/2009

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### Notes for Governance continued

#### The ASBA Board of Directors:

- ◆ The ASBA Board is made up of six Zone Directors (1, 2/3, 2/3, 4, 5, 6) and four Metro Directors (Edmonton Public, Edmonton Catholic, Calgary Public, Calgary Catholic) and a President and Vice President (elected every 18 months by member boards at a general meeting).

Costs in governance are \$43,952 higher (10%) in the 2008-2009 budget year.

#### Honorariums:

- ◆ President - \$20,000 (no change)
- ◆ Vice President - \$10,000 (no change)

Per Diems – There is a proposed increase in the per diem rate from \$150 to \$155 (3%) (daily rate paid to attend ASBA board meetings, task force meetings, and some committee meetings). Per diems are also paid to trustees participating in committee or task force work for ASBA. This budget includes additional per diem costs for the ASBA Board of Directors when attending conferences.

Travel, meal and accommodation costs have been increased to more accurately reflect actual costs incurred.

#### Established Rates:

- ◆ Travel - \$0.48/km
- ◆ Meals - \$10/meal or by receipt (must be reasonable)
- ◆ Accommodation - by receipt

Insurance – Group Accident and Life Insurance (Board of Directors only)

Conferences and Conference of Choice – this line item includes the cost of registrations. Travel related costs for conferences are included in travel, meals and accommodation.

# Alberta School Boards Association

## Budget – 2008/2009

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	2008/2009 Budget	2007/2008 Budget	2006/2007 Actual
<b>Rental/Office Costs</b>			
Office Rent	\$ 328,078	\$ 303,226	\$ 283,709
Rental Recovery	(33,250)	(14,252)	(14,252)
<b>Total Expenditures</b>	<b>\$ 294,828</b>	<b>\$ 288,974</b>	<b>\$ 269,457</b>
<b>General Meeting and Function Costs</b>			
Fall General Meeting	\$ 120,100	\$ 112,375	\$ 125,128
Spring General Meeting	95,721	87,071	39,479
Trustee Development	107,025	77,588	213,605
<b>Total Expenditures</b>	<b>\$ 322,846</b>	<b>\$ 277,033</b>	<b>\$ 378,212</b>

### Notes for Rental/Office Costs

The building budget is \$5,854 higher than 2007-2008. This increase is due to an expected increase in our monthly lease rate. Operating costs at August 31, 2007 were \$10.63/sq ft. We are leasing out more square footage to our partners, allowing us to recover a greater portion of our annual lease costs.

### Lease Details:

- ◆ Square footage leased - 15,805
- ◆ Per square foot rental rate:
  - ◆ From September 1, 2008 to March 31, 2009 - \$7.15/sq ft
  - ◆ From April 1, 2009 to August 31, 2009 - \$7.40/sq ft
- ◆ Estimated operating costs/property taxes per square foot - \$11.16/sq ft (up 5%)
- ◆ Storage - \$156.25/month

Our current lease expires April 2010.

# Alberta School Boards Association

## Budget – 2008/2009

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### **Notes for General Meeting and Function Costs**

Expenses have been adjusted to reflect actuals. This year's budget includes four additional trustee development workshops which will be held throughout the year.

The budget for general meeting and function costs includes:

- ◆ Keynote speakers
- ◆ Contracted services (brochure development, facilitators, parliamentarian)
- ◆ Room rental
- ◆ Equipment rental
- ◆ Catering costs (meals, coffee breaks, refreshments)
- ◆ External program costs
- ◆ External printing costs
- ◆ Travel, meals and accommodations for speakers and facilitators
- ◆ Honorariums

There are a number of internal costs which are not allocated to self supporting functions in the budget but are contained elsewhere in the budget including internal staff resources. Association staff are responsible for event planning which involves arranging the venue, meals, speakers, facilitators, bands, special events, travel arrangements, materials, trustee packages, brochures, nametags, awards, registrations, surveys, invoicing and payment processing. The cost of photocopying and supplies are also included elsewhere in the budget. Lastly, regularly we rely on the immense skills and talents of our internal staff resources and ask them to prepare and present sessions at conferences and workshops (legal, educational services, communications).

# Alberta School Boards Association

## Membership Fees and Student Counts

September 1, 2008 to August 31, 2009

Zone	Jurisdiction	Total Students*	Membership Fees
23	Aspen View Regional Division #19	3,306	\$27,511
4	Battle River Regional Division #31	6,761	\$44,492
23	Black Gold Regional Division #18	8,565	\$52,780
23	Buffalo Trail Regional Division #28	4,648	\$34,793
5	Calgary RCSSD #1	43,777	\$134,227
5	Calgary Board of Education	100,610	\$216,819
5	Canadian Rockies R. D. #12	2,265	\$21,063
4	Chinook's Edge School Division #73	10,916	\$63,575
5	Christ the Redeemer Catholic S.R.D. #3	7,111	\$46,104
4	Clearview School Division #71	2,646	\$23,419
23	East Central Alberta CSSRD #16	2,893	\$24,955
23	East Central Francophone Ed. Region #3	571	\$10,434
23	Edmonton Catholic Separate School District #7	32,334	\$110,578
23	Edmonton Public Schools	79,715	\$188,030
23	Elk Island Catholic Separate RD #41	5,799	\$40,077
23	Elk Island Public Schools R. D. #14	16,117	\$77,063
23	Evergreen CSRSD #2	3,484	\$28,620
5	Foothills School Division #38	6,871	\$45,002
23	Fort McMurray RCSSD #32	4,244	\$32,940
23	Fort McMurray School District #2833	5,024	\$36,522
1	Fort Vermilion School Division #52	3,540	\$28,965
5	Golden Hills Regional Division #15	6,499	\$43,294
1	Grande Prairie RCSSD #28	3,783	\$30,473
1	Grande Prairie School District #2357	6,205	\$41,943
23	Grande Yellowhead Regional Division #35	5,166	\$37,169
6	Grasslands Regional Division #6	3,657	\$29,688
23	Greater N. Central Francophone Ed. Region #2	2,554	\$22,854
23	Greater St. Albert Catholic R. D. #29	6,751	\$44,451
5	Gr. Southern Francophone Public Ed. Region No. 4	1,074	\$13,678
5	Gr. Southern Franc. Separate Catholic Ed. Region No. 4	870	\$12,411
1	High Prairie School Division #48	3,573	\$29,171
1	Holy Family Catholic Regional Division #37	2,192	\$20,608
6	Holy Spirit RCSRSD #4	4,626	\$34,689
6	Horizon School Division #67	3,427	\$28,262

# Alberta School Boards Association

## Membership Fees and Student Counts

September 1, 2008 to August 31, 2009

Zone	Jurisdiction	Total Students*	Membership Fees
23	Lakeland RCSSD #150	2,034	\$19,630
6	Lethbridge School District #51	8,240	\$51,285
23	Living Waters CRD #42	1,664	\$17,336
6	Livingstone Range School Div. #68	3,986	\$31,727
23	Lloydminster Public S. D. #1753	2,316	\$21,373
23	Lloydminster RCSSD #89	1,120	\$13,961
6	Medicine Hat CSRD #20	2,933	\$25,203
6	Medicine Hat School District #76	6,446	\$43,053
23	Northern Gateway Regional Division #10	5,494	\$38,678
23	Northern Lights School Division #69	5,866	\$40,387
1	Northland School Division #61	2,786	\$24,287
1	Northwest Francophone Ed. Region #1	324	\$8,732
6	Palliser Regional Division #26	4,516	\$34,187
23	Parkland School Division #70	9,324	\$56,266
1	Peace River School Division #10	3,397	\$28,076
1	Peace Wapiti School Division #76	5,692	\$39,587
23	Pembina Hills Regional Division #7	5,775	\$39,966
5	Prairie Land Regional Division #25	1,634	\$17,150
6	Prairie Rose Regional Division #8	3,552	\$29,041
4	Red Deer Catholic Regional Division #39	6,382	\$42,756
4	Red Deer Public School District #104	9,629	\$57,664
5	Rocky View School Division #41	15,578	\$75,947
23	St. Albert PSSD #6	6,563	\$43,583
23	St. Paul Education Regional Division #1	4,075	\$32,161
23	St. Thomas Aquinas RCSR #38	2,490	\$22,455
23	Sturgeon School Division #24	4,506	\$34,138
6	Westwind School Division #74	4,146	\$32,485
4	Wetaskiwin Regional Division #11	4,182	\$32,650
4	Wild Rose School Division #66	5,422	\$38,347
4	Wolf Creek School Division #72	7,383	\$47,351
23	Yellowknife Education District #1	2,275	\$21,118
23	Yellowknife Catholic Schools	1,460	\$16,069
Totals		552,764	\$2,753,313

\*Note: Student totals were compiled from a report on Student Population for the 2007/2008 school year published by Alberta Education. Student registration information is as of Jan 27, 2008.

# Frequently Asked Questions

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**Question:** What factors are considered when setting the budget?

**Answer:** There are a number of factors taken into consideration when preparing the budget for the Association:

- ◆ Reasonable increases in membership and other fees
- ◆ Sustaining a level of service previously approved by the membership
- ◆ Sustaining an active involvement in committee and task force work (e.g. High School Completion, Transportation, Infrastructure, Safe and Caring Schools, Drug Awareness, Healthy Kids, Funding Framework, Anaphylaxis, School Fees and Fundraising)
- ◆ Development of new services
- ◆ Trustee development for the year
- ◆ Current expense levels for things like our lease, insurance, memberships, telecommunications, etc.
- ◆ Appropriate compensation levels and working conditions for staff
- ◆ Appropriate compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces
- ◆ Appropriate expense reimbursement for trustees and staff working on Association business (e.g. setting of mileage rate)
- ◆ Strategic initiatives identified in the strategic plan. What can we accomplish with the resources (dollars, people) we have? Is there anything critically important that we need to fund that will add additional dollars to the budget?
- ◆ Work on Association policy

## How is ASBA governed? Who sets ASBA policy?

School boards set the policies that guide the work of the Association and the ASBA Board of Directors in its decision-making. Generally, school boards make decisions about Association policy at the Fall General Meeting. Policy may also be discussed at the Spring General Meeting. The Association's governance handbook is posted on the ASBA website at [www.asba.ab.ca/policy\\_framework/policies.html](http://www.asba.ab.ca/policy_framework/policies.html)

Because general meeting occur only twice a year, school boards have authorized the ASBA Board of Directors to direct the business and affairs of the Association with the exception of the following decisions which rest exclusively with school boards attending a general meeting:

- ◆ Electing the president and vice-president
- ◆ Setting the Association's annual budget
- ◆ Assessing membership fees
- ◆ Amending bylaws and requesting amendments to the constitution
- ◆ Setting policies and directives for action

Between general meetings, the ASBA Board of Directors may adopt interim policy positions; however these are subject to ratification by school boards at the next general meeting.

# Frequently Asked Questions

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**Question:** What is the status of the Association's reserves?

**Answer:** The Association's reserves are reported annually in the audited financial statements which are posted on the ASBA website. Interest income earned on Association reserves is used to balance the annual budget and reduces fees to members. Last year, Association reserves earned \$128,070 in interest.

Reserves at August 31, 2007 totaled \$3,093,613. This is comprised of two reserve funds set up by the Board of Directors:

- ◆ Building Reserve Fund (\$600,000). Again, until this fund is used, the interest earned on this reserve is used against current Association expenses each year. This fund will ultimately be used to either assist in building or purchasing a new building or to help subsidize rental costs when our current lease expires in 2010.
- ◆ Capital Asset Replacement Reserve Fund (\$403,535). This reserve is replenished each year by the amortization expense (the annual expense from depreciating assets) in an effort to always have the available funds to replace those assets when they are fully amortized (used up). The fund is used to purchase capital assets like computer equipment, computer software, network equipment, projectors, video conferencing equipment, printers, photocopiers, furniture or leasehold improvements.

and, the capital fund (\$310,216) and operating fund (\$1,779,862). The capital fund is not a cash reserve but the net book value of our capital assets.

The operating fund currently has approximately 4.5 months of operating expenses. The operating fund is used to sustain cash flow until we receive membership fees in late October, early November; for fee for service costs until we collect receivables; and as a contingency fund in case there is an event which requires a cash outflow like the arbitrated settlement.

## Who governs the ASBA?

A 12 member Board of Directors governs the Association made up of:

- ◆ President – elected by the whole membership
- ◆ Vice-president – elected by the whole membership
- ◆ Six zone directors – elected by the Zone
- ◆ Four metro board representatives – elected by each metro board (Calgary Catholic, Calgary Public, Edmonton Catholic, Edmonton Public)

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## What about the financial health of the Association?

On December 14, 2007 Rob Quilley, partner with KPMG LLP, presented the ASBA's 2006-2007 audited financial statements to the ASBA Board of Directors. KPMG gave the Association a clean audit report. Quilley advised the Board of Directors the Association was in a healthy position: the Association is carrying no debt; the Association ended the year with a small operating surplus of \$5,000 (operating revenues totaled \$4.137 million and operating expenditures totaled \$4.132 million) and the ASBA ended the year with an overall surplus of \$39,235. The Association's assets, liabilities and fund balances totaled \$3.8 million. The ASBA audited financial statements are available at [www.asba.ab.ca](http://www.asba.ab.ca).

# Frequently Asked Questions

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**Question:** Do we make a profit on events?

**Answer:** Association policy states that all events must make a profit. Association events are expected to produce revenue that is in turn used for other Association initiatives. However, when we account for the allocation of internal resources (i.e. staff time) we break even on Association events. In the budget, direct expenses are allocated to functions like the cost of catering and contracted services (facilitator and speaker costs). There are a number of internal costs which are not allocated to self supporting functions in the budget but are contained elsewhere in the budget including internal staff resources. Association staff are responsible for event planning which involves arranging a venue, meals, speakers, facilitators, bands, special events, travel arrangements, materials, trustee packages, brochures, nametags, awards, registrations, surveys, invoicing and payment processing. The cost of photocopying and supplies are also included elsewhere in the budget. Lastly, regularly we rely on the immense skills and talents of our internal staff resources and ask them to prepare and present sessions at our conferences and workshops (legal, educational services, communications).

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**Question:** When does our current lease expire, what are the current lease rate and what are current market rates?

**Answer:** Our lease expires in April 2010. Our current lease rates are excellent and were negotiated as a part of a ten year deal. They are \$7.15/sq ft from September 1, 2008 to March 31, 2009 and \$7.40/sq ft from April 1, 2009 to August 31, 2009.

Operating and property costs are an additional \$11.16/sq ft. The current market rates in Edmonton are \$20 to \$25/sq ft plus operating.

## What services are available through the ASBA?

Through the ASBA, school boards may...

1. Hire, on a fee for service basis, ASBA lawyers, labour relations, educational and communication consultants for help with complex local issues.  
  
Fee for service rates:
  - ◆ Communications \$145/hr
  - ◆ Education Services \$175/hr
  - ◆ Labour Services \$145/hr
  - ◆ Legal Services \$175/hr
2. Join employee benefit, insurance and pension plans developed to respond to the unique needs of an educational setting:
  - ◆ Alberta School Employee Benefit Plan (ASEBP)
  - ◆ Alberta School Boards' Insurance Exchange (ASBIE)
  - ◆ Supplemental integrated Pension Plan (SiPP)
3. Receive specialized research and information to help them do their work locally
4. Learn from and network with school trustees
5. Access various trustee development opportunities

## Frequently Asked Questions

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**Question:** What will ASBA do when the current lease expires?

**Answer:** Association staff will be considering different options in the coming year and will bring a proposal to the ASBA Board of Directors.

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**Question:** When calculating membership fees, where do the student enrollment numbers come from?

**Answer:** Alberta Education releases a report each year on Student Population by Grade, School and Authority. In the membership fee calculation, student enrollments are taken from the most current report.

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**Question:** Who approves the draft budget that is presented to the membership at the Spring General Meeting?

**Answer:** The ASBA administration brings budget proposals to the Board of Directors for their consideration in March each year. The Board of Director's reviews these proposals and approves a draft budget they believe would be acceptable to the membership.

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**Question:** When is the budget distributed to the members?

**Answer:** The draft budget is sent out 60 days prior to the Spring General Meeting in the *Issues, Budget and Bylaw Bulletin*. Also, budget presentations are made to each of the zones prior to the Spring General Meeting.

### How does the membership get input into the budget?

Each year in November school boards are asked for their input into the ASBA strategic plan. In January, the Board of Director's has their strategic planning session and this input becomes a part of the strategic planning process for the Association. Resources in the budget are then allocated to the initiatives included in the strategic plan.

Resources are also directed to carrying out Association policy – the work done by the membership at general meetings.

At the Spring General Meeting, the membership approves the overall Association budget and the membership fee increase for the year.

## Appendix B: Membership Fee Formula

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Each member board shall pay a basic fee (BF) in the amount of \$6,500 plus a fee on a per student basis (PSF) to the Association. The fee shall be calculated as follows:

$$\text{Member Board Fee} = \text{Fee on a Per Student Basis} + \text{Basic Fee}$$

The fee on a per student basis (PSF) is calculated by using the aggregate total of weighted enrollments (WE) of all member boards as the denominator in the formula. Once the PSF has been calculated, it is applied to the weighted enrollment figures on a board by board basis to arrive at the per student component of the annual membership fee. The basic fee is added in to arrive at the total Member Board Fee (MBF).

The calculations are made as follows:

1. Calculate weighted enrollment (WE) for each member board.

$$\text{WE} = [(C1 \times S1) + (C2 \times S2) + (C3 \times S3) + (C4 \times S4) + (C5 \times S5)]$$

2. Add together the WEs of each member board to arrive at the aggregate weighted enrollment (AGWE).

$$\text{AGWE} = \text{WE}_1 + \text{WE}_2 + \text{WE}_3 \dots \text{WE}_n$$

3. Use the AGWE as the denominator in the following formula to arrive at the Per Student Fee (PSF).

$$\text{PSF} = \frac{\text{MAF} - (\text{MB} \times \text{BF})}{\text{AGWE}}$$

4. The PSF is then applied to the following formula to determine the Member Board Fee on an individual basis.

$$\text{MBF} = (\text{PSF} \times \text{WE}) + \text{BF}$$

(continued)

## Appendix B: Membership Fee Formula Abbreviations

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BF	Basic Fee (\$6,500)
PSF	Per Student Fee
MB	Number of Member Boards
MAF	Total Membership Annual Fees (Budget line item)
MBF	Individual Member Board Fee
WE	Weighted Enrolment
AGWE	Aggregate Total of Weighted Enrolments (all member boards)
C1	Per student weight (1.0000) for the first 750 students
C2	Per student weight (.9000) for 751 to 4,000 students
C3	Per student weight (.6666) for 4,001 to 12,000 students
C4	Per student weight (.3000) for 12,001 to 50,000 students
C5	Per student weight (.2000) for any students in excess of 50,000
S1	Number of students in first category (to 750)
S2	Number of students in second category (751 - 4,000)
S3	Number of students in third category (4,001 - 12,000)
S4	Number of students in fourth category (12,001 - 50,000)
S5	Number of students in fifth category (in excess of 50,000)