



# **Budget 2009-2010**

Approved June 1, 2009

# Alberta School Boards Association Budget – 2009/2010

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## The ASBA Board of Directors



**Heather Welwood**  
President



**Dianne Lavoie**  
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

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### **Budget Considerations**

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

- The budget must be balanced
- ASBA mandate and strategic priorities
- Work on Association policy
- 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. special needs, student achievement, aboriginal education, high school completion, transportation, infrastructure, safe and caring schools, drug awareness, healthy kids, funding framework, school fees and fundraising)
- Development of new services (e.g. emergency planning initiative)
- Trustee development for the year
- Current cost of required 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)

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### **Budget Assumptions**

The following budget assumptions were approved by the ASBA Board of Directors:

- ▶ The budget will be balanced
- ▶ There will be a combination of increases (membership fees, fee for service rates and registration fees) and/or transfers from reserves to balance the budget and meet projected expense levels
- ▶ Interest revenue will decline slightly due to lower investment returns
- ▶ Staffing levels will remain the same through 2009-2010
- ▶ Staff salary and benefit costs and contractor compensation will increase by 3.5% (the projected market increase). However, as this is the third year since the last market study, one will be conducted to ensure staff salaries are within market and adjustments will be made if salaries are not within market.
- ▶ Past experience and the consumer price index (2.0 to 2.5%) will be used to project expenses
- ▶ The per diem rate will increase by 3.5% to \$160/day (rounded to nearest dollar)
- ▶ Honorariums will increase by 3.5% to \$10,350 for the position of Vice-President and \$20,700 for the position of President
- ▶ Mileage rate will increase to .49/km (average of CRA rate)
- ▶ Lease costs will increase from \$7.40/sq ft to the current market rate = \$23/sq ft (Increase = \$92,459)
- ▶ Current memberships (CSBA, NSBA) will be renewed
- ▶ Insurance is adequate and will be renewed at current levels
- ▶ No direct recovery of travel expenses from boards using fee for service

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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 2009-2012 strategic planning session, input was received from 19 school boards into the strategic plan and 36 school boards regarding the health initiative. The ASBA Board of Directors considered this input at their strategic planning session in January and 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 including:

- ◆ Continued support for the three key advocacy priorities: high school completion; transportation; and infrastructure.
- ◆ There was strong support for adding a fourth advocacy priority for early intervention. This was included in the strategic plan.
- ◆ Sixty percent of school boards who responded to the survey question supported student health and wellness as a priority for school boards but many were already addressing this so did not feel it needed to be included in the strategic plan.
- ◆ Other identified advocacy opportunities included: sufficient funding for public education – review of the renewed funding framework; full reimbursement of gst; teacher preparation and access to qualified teachers; records management in the electronic age; participation in ‘Setting Directions for Special Education’; and preservation and enhancement of reasonable local autonomy in the governance of public education.
- ◆ Aboriginal education
- ◆ Increased public awareness of trusteeship.
- ◆ Building trustee capacity through trustee development.
- ◆ The majority supported accelerating the timeline for preparing for 2012 when the teacher agreement expires.

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### **Strategic Priorities**

The strategic priorities from the 2009-2012 Strategic Plan are included below for your information.

- ◆ ASBA provides leadership support to school boards in closing the student achievement gaps where they exist.
  
- ◆ Action is taken to advance the key advocacy priorities of the Board: High School Completion; Infrastructure; Transportation; and Early Intervention.
  
- ◆ The ASBA provides timely, well researched information on public education issues to school boards and key stakeholders.
  
- ◆ ASBA initiates, builds and maintains key partnerships to improve public education and/or advance the advocacy efforts of the association.
  
- ◆ The ASBA builds leadership capacity of individual school boards (services to boards and trustee development).
  
- ◆ The ASBA addresses the matter of labour relations.

For a more detailed look at the ASBA Strategic Plan go to [www.asba.ab.ca](http://www.asba.ab.ca).

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### **The 2009-2010 Budget**

Budget assumptions are presented to the ASBA Board of Directors in February for their consideration and approval. Based on the final budget assumptions approved by the Board, a draft budget with various options is prepared and presented to the Board in March. The Board reviews the draft budget, makes decisions on the options and approves a draft budget that is presented to the membership at Zones and the Spring General Meeting. The membership votes on this draft budget at the Spring General Meeting in June.

The ASBA Board of Directors has approved the attached budget for presentation to the membership.

The 2009-2010 budget is \$261,721 (5.5%) higher than the previous year.

In the 2009-2010 budget it is projected that work will continue on the three key advocacy initiatives: transportation; high school completion; and infrastructure plus work will start on a new initiative on early intervention. There is a provision in the budget for trustee development and research on choice, early intervention/school preparedness/special education and education of First Nations, Métis and Inuit students.

Current service levels will continue for legal, educational and communication services. Labour services are reduced because of the five-year teacher agreement and staff resources continue to be redirected to other initiatives including being prepared for teacher bargaining in 2012, the three key advocacy priorities and emergency planning and pandemic. Also, the junior negotiator position was changed to a labour analyst position and is filled on a part-time, casual basis. The labour administrative assistance position was removed in the 2008-2009 budget and will continue to be covered by existing administrative positions.

There is a 3.5% increase in salaries, per diems and honorariums and a vacant position for a legal assistant was removed from the budget.

Fewer dollars are allocated for the administration and governance of our insurance and pension programs (ASEBP, ASBIE, SiPP, PICA) as these are established programs and most costs are covered by each individual program.

The largest individual increase in this year's budget relates to higher lease costs at a projected increase of \$95,552 (32%) with the Association's lease expiring April 15, 2010. The Association benefited considerably from entering into a ten year lease in 2000 with lease rates ranging from \$5.50 to \$7.40/sq ft.

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These rates were well below market for a number of years and the Association experienced significant savings (est. \$1.5 million) from locking in for a ten year period. In the past six years, however, market rates have increased, vacant space has decreased and rates now range between \$20 to \$38/sq ft. Currently, a number of leasing and purchase options are being investigated but in all scenarios the Association is faced with current market rates three times higher than the previous ten years.

Also, the dollar effect of the higher lease rates will only impact five months of the 2009-2010 budget year. In the following year, the Association will experience the full impact of the increase on the annual operating budget.

To pay for these increasing costs, it is that fee for service rates increase to \$210/hr for legal services (up from \$179/hr), \$200/hr for educational services (up from \$179/hr) and \$176/hr for labour and communication services (up from \$149/hr). Travel costs will not be charged back to school boards using Association services. Rates continue to be set below market. The average market rate is currently \$330/hr for legal and consulting type services plus travel costs. Registration fees will increase by \$50/person, \$15,252 will be transferred from the building reserve and the membership fee increase is 4.0% or \$110,133.

The interest rate charged on late membership fees is 2% per annum.

The Board decided not to use the majority of the building reserve this year because in the event the Association decided to purchase a building this reserve would be used to finance the purchase.

# Alberta School Boards Association

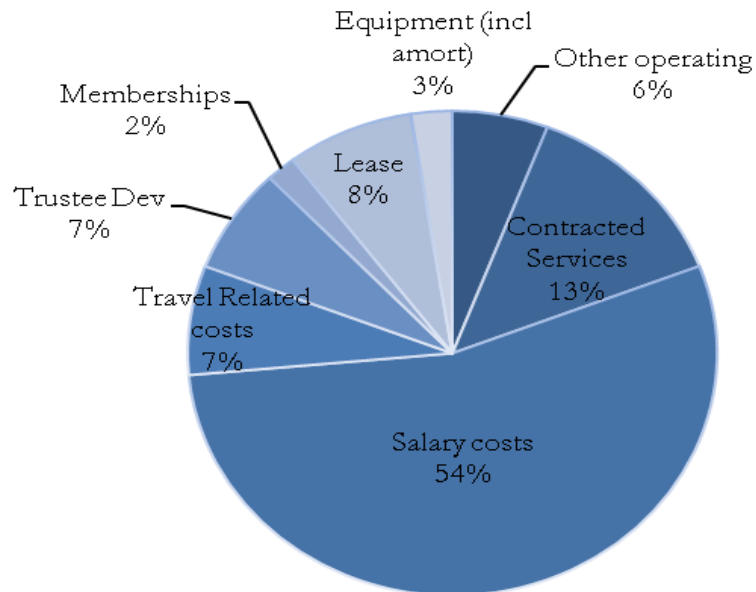
## Budget – 2009/2010

|                                                  | 2009/2010<br>Budget | 2008/2009<br>Budget | 2007/2008<br>Actual |
|--------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                                   |                     |                     |                     |
| Membership Fees                                  | \$ 2,863,446        | \$ 2,753,313        | \$ 2,712,624        |
| Service Revenue (FFS, ASEBP)                     | 1,411,960           | 1,241,787           | 1,376,232           |
| Other Revenue (Grant, Interest, Misc)            | 181,034             | 208,669             | 274,655             |
| Trustee Development - Reg/Grants                 | 553,975             | 544,925             | 686,145             |
| <b>Total Operating Revenue</b>                   | <b>\$ 5,010,415</b> | <b>\$ 4,748,695</b> | <b>\$ 5,049,656</b> |
| <b>Expenditures</b>                              |                     |                     |                     |
| Member Services                                  | \$ 2,026,725        | \$ 2,099,129        | \$ 2,106,937        |
| Executive, Corporate & Communication<br>Services | 1,672,000           | 1,459,408           | 1,429,041           |
| Governance                                       | 482,704             | 472,484             | 470,489             |
| Rental/Office Costs                              | 390,380             | 294,828             | 269,328             |
| Trustee Development Costs                        | 353,859             | 322,846             | 497,860             |
| Transfer from Bldg Surplus                       | (15,252)            | -                   | -                   |
| Depreciation                                     | 100,000             | 100,000             | 92,532              |
| <b>Total Operating Expenditures</b>              | <b>\$ 5,010,415</b> | <b>\$ 4,748,695</b> | <b>\$ 4,866,188</b> |
| <b>Total Budget Surplus (Deficit)</b>            | <b>\$ 0</b>         | <b>\$ (0)</b>       | <b>\$ 183,468</b>   |

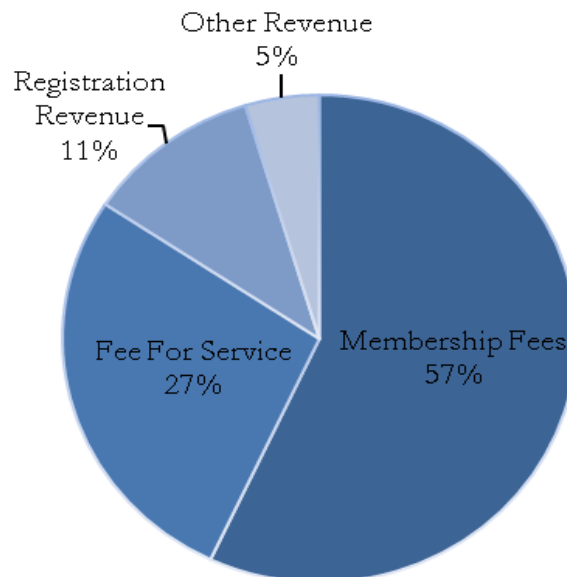
# Alberta School Boards Association Budget – 2009/2010

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## Expense Distribution



## Revenue Distribution



# Alberta School Boards Association

## Budget – 2009/2010

|                      | 2009/2010                        | 2008/2009           | 2007/2008           |                     |
|----------------------|----------------------------------|---------------------|---------------------|---------------------|
|                      | Budget                           | Budget              | Actual              |                     |
| <b>Revenue</b>       |                                  |                     |                     |                     |
| 1                    | Membership Fees                  | \$ 2,863,446        | \$ 2,753,313        | \$ 2,712,624        |
| 2                    | Fee for Service Revenue          | 1,373,865           | 1,203,692           | 1,376,232           |
| 3                    | Interest Income                  | 94,784              | 122,419             | 145,543             |
| 4                    | ASEBP                            | 38,095              | 38,095              | 37,975              |
| 5                    | Trustee Development - Reg/Grants | 553,975             | 544,925             | 686,143             |
| 6                    | Trustee Development Grant        | 78,750              | 78,750              | 75,000              |
| 7                    | Miscellaneous Revenue            | 7,500               | 7,500               | 16,138              |
| <b>Total Revenue</b> |                                  | <b>\$ 5,010,415</b> | <b>\$ 4,748,695</b> | <b>\$ 5,049,655</b> |

### Changes to Revenue

1. 4.0% increase in membership fees = \$110,133.
2. Approximately 6,784 hours at \$210/hr for legal, \$200/hr for educational services and \$176/hr for labour and communication services. In the 2009-2010 budget, fee for service hours continue to be lower due to the decrease in labour hours with the five-year teacher agreement in place. There is still a provision for some labour hours as services are required for other groups of school board employees. The total increase in fee for service in dollars is \$170,173.
3. Interest income is calculated at 2009 expected rates of return which are lower this year over last resulting in a decrease in interest revenue of \$27,635.
4. No changes to the ASEBP service fee.
5. There is a \$50/person increase in registration fees plus the grant for MELRA resulting in a total increase in registration revenues = \$9,050.
6. No change for the 2009 grant amount.
7. Miscellaneous revenue – small contingency.

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## Budget – 2009/2010

|                           | 2009/2010<br>Budget | 2008/2009<br>Budget | 2007/2008<br>Actual |
|---------------------------|---------------------|---------------------|---------------------|
| <b>Member Services</b>    |                     |                     |                     |
| Total Salaries            | \$ 1,288,821        | \$ 1,362,190        | \$ 1,325,101        |
| Benefits                  | 222,384             | 252,966             | 186,760             |
| Casual Labour             | 18,000              | 10,000              | 24,143              |
| Insurance                 | 32,000              | 32,000              | 27,898              |
| Contracted Services       | 275,240             | 238,065             | 378,853             |
| Travel                    | 56,267              | 61,186              | 47,238              |
| Meals & Accommodation     | 37,200              | 40,500              | 37,565              |
| Conferences               | 20,000              | 18,000              | 9,138               |
| Staff Development         | 1,500               | 3,000               | (60)                |
| Catering                  | 3,450               | 1,750               | 2,534               |
| Memberships               | 17,363              | 15,472              | 17,207              |
| Library & Subscriptions   | 30,500              | 31,500              | 29,550              |
| Insurance Partnerships    | 20,000              | 30,000              | 17,753              |
| Legal Action Costs        | 2,500               | 1,000               | 2,243               |
| Miscellaneous             | 1,500               | 1,500               | 1,014               |
| <b>Total Expenditures</b> | <b>\$ 2,026,726</b> | <b>\$ 2,099,129</b> | <b>\$ 2,106,937</b> |

### **Notes for Member Services**

Services to individual boards include:

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

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

Fee for service revenue generated in 2007-2008: \$1,376,232 (66% of department costs)

- ◆ Legal (FFS = \$845,914)
- ◆ Labour (FFS = \$171,181)
- ◆ Educational Services (FFS = \$353,815)

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, Bargaining for a Better Future Report, emergency preparedness and pandemic, 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
- ◆ 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 – a supplemental pension plan option for 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.

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

Overall, the 2009-2010 budget for Member Services is \$72,403 lower than 2008-2009.

- ◆ Salaries and benefits have decreased by \$95,952 (-5.90%) this year over last year's budget.

### Positions included in 2009-2010 budget (13.3FTE):

- ◆ 5 lawyers
- ◆ 1 director – Educational and Member Services
- ◆ 3 negotiators/special initiative (ie: advocacy priorities, emergency planning and pandemic)/human resource specialists
- ◆ 1 policy and research analyst
- ◆ 2 legal secretaries
- ◆ 1 administrative assistant
- ◆ ~.3fte labour analyst (moved to a part-time, casual position)

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 actual = \$378,853
- ◆ 2008-2009 budget = \$238,065
- ◆ 2009-2010 budget = \$275,240

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

### Factors contributing to changes in the Member Services budget include:

- ◆ 3.5% projected market increase in salaries (no merit increases are budgeted)
- ◆ decrease in salary and benefit costs - a vacant legal assistant position was removed, another junior negotiator position was reclassified to a labour analyst position and was moved to part-time, casual and an administrative position was moved to Executive, Corporate and Communication Services
- ◆ contracted service costs increased to reflect actual costs incurred
- ◆ casual labour costs reduced by \$8,000 as all administrative positions were filled in 2008-2009 reducing the need for additional casual labour

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

Employer contribution rates for LAPP are currently 8.46% of salary up to \$46,300 and 11.66% over \$46,300 to a maximum of \$136,112. LAPP rates are projected to increase for 2010.

Increases in benefit costs are due to paying higher employer pension contributions and benefit premiums on higher salaries plus increased contribution rates.

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 the insurance and pension programs including SiPP, ASBIE, ASEBP and PICA. These costs are forecasted to be \$20,000 in the 2009-2010 budget, a \$10,000 reduction from last year as actual costs are tracking lower (2007-2008 = \$17,753 and 2006-2007 = \$17,140). These are now established programs and costs should remain around this level.

Insurance costs are from the employed lawyer's liability policy. There is no increase projected in the 2009-2010 budget. The policy covers 5 lawyers.

Travel, meals and accommodation are costs related to the provision of labour and educational services across the province. These costs are projected to be lower as the Association makes use of the video conference capabilities to reduce travel costs.

The mileage rate is \$0.49/km (average of recommended rate published by the Canada Revenue Agency in January 2009).

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.

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|                                                        | 2009/2010<br>Budget | 2008/2009<br>Budget | 2007/2008<br>Actual |
|--------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Executive, Corporate and Communication Services</b> |                     |                     |                     |
| Total Salaries                                         | \$ 813,271          | \$ 649,679          | \$ 670,475          |
| Benefits                                               | 180,169             | 150,679             | 142,563             |
| Casual Labour                                          | 3,000               | 22,000              | 23,990              |
| Contracted Services                                    | 354,600             | 327,600             | 292,625             |
| Graphic Design                                         | 1,500               | 1,500               | -                   |
| Writers                                                | 1,000               | 1,000               | -                   |
| Publications Production                                | 7,262               | 7,000               | 2,200               |
| Travel                                                 | 60,307              | 45,500              | 62,005              |
| Meals & Accommodation                                  | 36,825              | 44,900              | 38,139              |
| Conferences                                            | 16,800              | 11,500              | 15,372              |
| Memberships                                            | 7,057               | 9,500               | 6,566               |
| Promotional Materials                                  | 2,500               | 2,500               | 7,263               |
| Bank & Interest Charges                                | 3,600               | 3,600               | 3,408               |
| Miscellaneous                                          | 8,817               | 17,750              | 8,581               |
| Printing                                               | 1,923               | 1,000               | 1,876               |
| Postage                                                | 11,570              | 10,500              | 11,288              |
| Courier & Delivery                                     | 5,600               | 7,500               | 4,789               |
| Telephone                                              | 48,000              | 48,000              | 42,672              |
| Staff Development                                      | 3,500               | 2,750               | -                   |
| Equipment Costs                                        | 25,954              | 25,000              | 20,889              |
| Stationery Supplies                                    | 37,516              | 36,000              | 36,601              |
| Subscriptions                                          | 11,283              | 13,850              | 4,435               |
| Meeting Supplies/Catering                              | 6,571               | 5,250               | 6,567               |
| Staff Planning/Functions                               | 16,508              | 8,000               | 19,946              |
| Insurance                                              | 6,866               | 6,850               | 6,791               |
| <b>Total Expenditures</b>                              | <b>\$ 1,672,000</b> | <b>\$ 1,459,408</b> | <b>\$ 1,429,041</b> |

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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 (4 priorities are high school completion, transportation and infrastructure and early intervention)
- ◆ Relationships and partnerships
- ◆ Identifying, developing and managing cooperative insurance and pension programs to benefit school boards
- ◆ The communications function
- ◆ The annual report
- ◆ ASBA 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

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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 2009-2010 budget for these services has increased by \$212,592 (15%):

### **Changes in the Executive, Corporate and Communication Services budget include:**

- ◆ Salary and benefit costs have increased by \$193,082 (24%) this year over last year's budget. The projected salary increase for staff is 3.5% with the exception of the Executive Director whose salary projections are determined by contract and are included in the Executive Director compensation noted below. In 2008-2009, budget projections for the Executive Director's salary were lower than actual. A market survey was conducted in 2008-2009 and actual salary costs in 2008-2009 are \$23,000 higher than forecasted impacting the starting salary for the 2009-2010 budget.

In addition, one position projected to be 0.6fte has been revised to .8fte based on actual time requirements of this position.

Another position (policy coordinator and administrative assistant) was reclassified from Member Services. This is not a new position but a reclassification, increasing the salary costs in this department and decreasing the salary costs in Member Services.

- ◆ Employer contribution rates for LAPP are currently at 8.46% of salary up to \$46,300 and 11.66% over \$46,300 to a maximum of \$136,112. LAPP rates are projected to increase for 2009-2010.
- ◆ Executive Director participation in the Registered SiPP (\$7,000), Non Registered SiPP (\$2,950) Non Registered SiPP past service obligation (\$23,100).
- ◆ Projected increase in accounting, computer and consulting contracted service costs of \$27,000 (8.0%). Increases include an allocation for a pension audit required every three years and mandatory in 2010, cost of living increases for audit, accounting and computer services and additional dollars set aside for building community relations.

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

Positions included in the 2009-2010 budget (8.6 FTE):

#### **Executive Director**

- ◆ Executive Director - 2009-2010 Salary = \$201,505 (2.5% cost of living increase and a 3% increase based on performance – see below) *In a letter to the ASBA President dated April 16, 2009, the Executive Director has indicated that given the tight budget he will not take the full salary adjustment outlined in the contract but will limit the adjustment to that which staff receive given the market study. At 3.5%, the 2009-2010 Salary = \$197,685 – a savings of \$3,820.*

#### **ASBA Compensation Policy**

“The ASBA Board believes the ASBA should have the ability to attract and retain an Executive Director with the background and relevant experience necessary to perform the duties associated with the expectations of the membership.

Therefore the board believes the Executive Director should be fairly compensated according to the nonprofit sector. Fair compensation will be determined in the following manner:

- a) An independent consultant will be retained by the Board of Directors to provide comparators. This will be done at a minimum of every three years.
- b) There will be a minimum of 10 comparators to be determined by the board and/or a committee of the board.
- c) At market survey time the Executive Director compensation shall fall within the 50<sup>th</sup>-60<sup>th</sup> percentile of the comparators total cash compensation depending on relevant experience and performance.
- d) Annual compensation increases between market surveys will be a combination of a 3% annual increase based on satisfactory performance and the economic indicator of the Alberta Average Weekly Earning Index.”

*The Board recognizes that salary is determined through negotiations but will use this policy as the direction for the negotiations.*

#### **Executive Director Compensation**

In 2008-2009, the Compensation Committee recommended the following based on the Executive Director Compensation Policy:

The Executive Director’s salary is placed at the following for the 2008-2009 year to bring him in line within the policy range of market comparators.

- *\$188,000 base with a \$3,000 benefit flex allowance to be used for the expenses associated with personal benefits of his choosing.*

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

#### **Executive Director Compensation continued:**

For the year 2009-2010 and 2010 – 2011 the following increments will be put in place to keep him within policy range:

- *3% increase based on performance*
- *Cost of living tied with Alberta Average Weekly Index to be calculated on base salary and flex allowance.*

Before May, 2011 a market survey will be done according to policy.

#### **Other Positions:**

- ◆ ~2.6 Directors (Corporate Services (.8FTE), Finance and Administrative Services(.85FTE), Communications)
- ◆ 1 Receptionist and Administrative Assistant
- ◆ 1 Executive Administrative Assistant
- ◆ 2 Administrative Assistants
- ◆ 1 Policy Coordinator/Administrative Assistant (reclassified from Member Services)

Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help. Casual labour is projected to be \$19,000 lower in 2009-2010. All administrative positions have been filled and therefore casual labour costs should decrease.

Insurance costs cover the directors and officers liability policy and property and general liability insurance (ASBIE). These are not projected to change for 2009-2010.

Travel, meals and accommodations are costs incurred to travel to zone meetings, member board meetings, general meetings, CSBA and NSBA. The mileage rate is \$0.49/km (average of recommended rate published by the Canada Revenue Agency in January 2009). Costs have increased to reflect actual costs incurred for travel.

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

# Alberta School Boards Association

## Budget – 2009/2010

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

Staff function costs relate to the staff planning/staff meetings/other staff related office costs. These costs were increased by \$8,508 to reflect the actual costs incurred for these meetings.

Miscellaneous expense is a combined allocation from four departments (Communications, Finance, Executive Office and Corporate Services). These costs have been reduced by \$8,933 to reflect 2007-2008 actuals. Examples of costs included in miscellaneous expenses are: Capital Health – Staff Flu Shot Program, dish soap, carpet cleaning, replacement of glasses and dishes, small donations, etc.

# Alberta School Boards Association

## Budget – 2009/2010

|                                           | 2009/2010         | 2008/2009         | 2007/2008         |
|-------------------------------------------|-------------------|-------------------|-------------------|
|                                           | Budget            | Budget            | Actual            |
| <b>Governance</b>                         |                   |                   |                   |
| CPP Costs                                 | \$ 8,000          | \$ 8,000          | \$ 6,695          |
| Per Diem                                  | 104,015           | 103,118           | 92,555            |
| Honoraria                                 | 10,350            | 10,000            | 10,000            |
| Contracted Services                       | 26,250            | 26,250            | 22,900            |
| Insurance                                 | 2,500             | 2,500             | 1,611             |
| Scholarships to Zones                     | -                 | -                 | -                 |
| Travel                                    | 70,731            | 84,500            | 74,848            |
| Meals & Accommodation                     | 58,465            | 47,561            | 61,868            |
| Conferences (Registration costs)          | 6,000             | 6,000             | 6,722             |
| Conference of Choice (Registration costs) | 6,000             | 6,000             | 6,175             |
| Equipment Rental                          | 250               | 250               | 678               |
| CSBA Membership                           | 64,000            | 64,305            | 61,950            |
| Catering                                  | 19,800            | 22,000            | 20,179            |
| Meeting Rooms                             | 2,823             | 1,000             | 2,689             |
| Promotional Material                      | 250               | 250               | (40)              |
| Telecommunications                        | 1,000             | 1,000             | 248               |
| Miscellaneous                             | 2,500             | 500               | 2,275             |
| <b>Total Expenditures</b>                 | <b>\$ 382,935</b> | <b>\$ 383,234</b> | <b>\$ 371,353</b> |
| <b>President</b>                          |                   |                   |                   |
| Per Diem                                  | \$ 25,161         | \$ 22,250         | \$ 23,625         |
| Honoraria                                 | 20,700            | 20,000            | 20,000            |
| Travel                                    | 25,536            | 24,000            | 27,022            |
| Meals & Accommodation                     | 21,372            | 15,500            | 22,616            |
| Telecommunications                        | 750               | 750               | 594               |
| Memberships                               | 3,000             | 3,000             | 2,208             |
| Miscellaneous                             | 250               | 750               | 69                |
| Conferences                               | 3,000             | 3,000             | 3,002             |
| <b>Total Expenditures</b>                 | <b>\$ 99,769</b>  | <b>\$ 89,250</b>  | <b>\$ 99,136</b>  |
| <b>Total Expenditures - Governance</b>    | <b>\$ 482,704</b> | <b>\$ 472,484</b> | <b>\$ 470,489</b> |

# Alberta School Boards Association

## Budget – 2009/2010

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### Notes for Governance

Governance includes Board of Director's meetings, executive and policy committee meetings, strategic planning, leadership retreat and the Executive Director's compensation and 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 – 4 priorities are high school completion, transportation, infrastructure and early intervention
- ◆ Board roles (budget, policy, executive director compensation and evaluation, 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
- ◆ CSBA

# Alberta School Boards Association

## Budget – 2009/2010

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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 \$10,220 higher (2%) in the 2009-2010 budget year.

#### Honorariums:

- ◆ President - \$20,700 (3.5% increase) – last increase was 2003-2004
- ◆ Vice President - \$10,350 (3.5% increase) – last increase was 2003-2004

Per Diems – There is an increase in the per diem rate from \$155 to \$160 (~3.5%) (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 per diem costs for the ASBA Board of Directors when attending conferences. An informal market survey indicated per diem rates are beginning to lag behind other organizations so it is important to incorporate small increases each year.

Travel, meal and accommodation costs have been increased to accurately reflect actual costs incurred, however these costs have then been reduced by 10% to reflect the Board of Directors commitment to using video conferencing for 10% of smaller task force and committee meetings.

#### Established Rates:

- ◆ Travel - \$0.49/km (follows the average recommended rate published by the Canada Revenue Agency in January 2009)
- ◆ 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 – 2009/2010

|                                           | 2009/2010<br>Budget | 2008/2009<br>Budget | 2007/2008<br>Actual |
|-------------------------------------------|---------------------|---------------------|---------------------|
| <b>Rental/Office Costs</b>                |                     |                     |                     |
| Office Rent                               | \$ 450,160          | \$ 328,078          | \$ 298,436          |
| Rental Recovery                           | (59,780)            | (33,250)            | (29,108)            |
| <b>Total Expenditures</b>                 | <b>\$ 390,380</b>   | <b>\$ 294,828</b>   | <b>\$ 269,328</b>   |
| <b>General Meeting and Function Costs</b> |                     |                     |                     |
| Fall General Meeting                      | \$ 147,412          | \$ 120,100          | \$ 142,540          |
| Spring General Meeting                    | 111,483             | 95,721              | 100,487             |
| Trustee Development                       | 94,963              | 107,025             | 254,833             |
| <b>Total Expenditures</b>                 | <b>\$ 353,859</b>   | <b>\$ 322,846</b>   | <b>\$ 497,860</b>   |

### Notes for Rental/Office Costs

The building budget is \$95,552 higher than 2008-2009. This increase is due to an expected increase in our monthly lease rate. Actual operating costs at August 31, 2008 were \$12.51/sq ft. Operating costs have been projected to increase by 3.0%. The rental recovery represents space leased to our educational partners at cost allowing us to recover a portion of our annual lease costs.

#### Lease Details:

- ◆ Square footage leased - 15,805
- ◆ Per square foot rental rate:
  - ◆ From September 1, 2009 to April 15, 2010 - \$7.40/sq ft
  - ◆ From April 16, 2010 to August 31, 2010 - \$23.00/sq ft (projected)
- ◆ Estimated operating costs/property taxes per square foot - \$12.89/sq ft (up 3%)
- ◆ Storage - \$156.25/month

# Alberta School Boards Association

## Budget – 2009/2010

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### **Notes for Rental/Office Costs continued:**

The largest individual increase in this year's budget relates to higher lease costs (32%). The Association saved a considerable amount of money each year by locking into a ten year lease in 2000 which saw the Association paying lease rates well below market for a number of years. However, the current lease expires in April 2010 and in the past six years market rates have increased and vacant space has decreased and rates now range between \$20 and \$38/sq ft.

Currently, a number of leasing or purchase options are being investigated but in all scenarios the Association is faced with current market rates which are three times higher than what we have been paying.

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

Expenses have been adjusted to reflect actuals. This year's functions include FGM, SGM, two trustee development workshops and MELRA.

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

September 1, 2009 to August 31, 2010

| Zone | Jurisdiction                                           | Total Students* | Proposed Membership Fees |
|------|--------------------------------------------------------|-----------------|--------------------------|
| 23   | Aspen View Regional Division #19                       | 3,248           | \$28,041                 |
| 4    | Battle River Regional Division #31                     | 6,702           | \$45,847                 |
| 23   | Black Gold Regional Division #18                       | 8,686           | \$55,353                 |
| 23   | Buffalo Trail Regional Division #28                    | 4,537           | \$35,478                 |
| 5    | Calgary RCSSD #1                                       | 44,348          | \$140,951                |
| 5    | Calgary Board of Education                             | 101,203         | \$226,715                |
| 5    | Canadian Rockies R. D. #12                             | 2,147           | \$20,921                 |
| 4    | Chinook's Edge School Division #73                     | 10,923          | \$66,066                 |
| 5    | Christ the Redeemer Catholic S.R.D. #3                 | 7,325           | \$48,829                 |
| 4    | Clearview School Division #71                          | 2,600           | \$23,852                 |
| 23   | East Central Alberta CSSRD #16                         | 2,802           | \$25,160                 |
| 23   | East Central Francophone Ed. Region #3                 | 612             | \$10,897                 |
| 23   | Edmonton Catholic Separate School District #7          | 32,733          | \$115,918                |
| 23   | Edmonton Public Schools                                | 79,952          | \$196,177                |
| 23   | Elk Island Catholic Separate RD #41                    | 5,710           | \$41,097                 |
| 23   | Elk Island Public Schools R. D. #14                    | 16,195          | \$80,264                 |
| 23   | Evergreen CSRD #2                                      | 3,527           | \$29,845                 |
| 5    | Foothills School Division #38                          | 6,964           | \$47,104                 |
| 23   | Fort McMurray RCSSD #32                                | 4,179           | \$33,761                 |
| 23   | Fort McMurray School District #2833                    | 4,903           | \$37,231                 |
| 1    | Fort Vermilion School Division #52                     | 3,420           | \$29,155                 |
| 5    | Golden Hills Regional Division #15                     | 6,514           | \$44,948                 |
| 1    | Grande Prairie RCSSD #28                               | 3,814           | \$31,706                 |
| 1    | Grande Prairie School District #2357                   | 6,342           | \$44,122                 |
| 23   | Grande Yellowhead Regional Division #35                | 5,005           | \$37,720                 |
| 6    | Grasslands Regional Division #6                        | 3,529           | \$29,859                 |
| 23   | Greater N. Central Francophone Ed. Region #2           | 2,583           | \$23,745                 |
| 23   | Greater St. Albert Catholic R. D. #29                  | 6,582           | \$45,272                 |
| 5    | Gr. Southern Francophone Public Ed. Region No. 4       | 1,193           | \$14,756                 |
| 5    | Gr. Southern Franc. Separate Catholic Ed. Region No. 4 | 883             | \$12,751                 |
| 1    | High Prairie School Division #48                       | 3,400           | \$29,026                 |
| 1    | Holy Family Catholic Regional Division #37             | 2,209           | \$21,323                 |
| 6    | Holy Spirit RCSRD #4                                   | 4,542           | \$35,500                 |

# Alberta School Boards Association

## Membership Fees

September 1, 2009 to August 31, 2010

| Zone | Jurisdiction                            | Total Students* | Proposed Membership Fees |
|------|-----------------------------------------|-----------------|--------------------------|
| 6    | Horizon School Division #67             | 3,467           | \$29,457                 |
| 23   | Lakeland RCSSD #150                     | 2,021           | \$20,109                 |
| 6    | Lethbridge School District #51          | 8,107           | \$52,579                 |
| 23   | Living Waters CRD #42                   | 1,704           | \$18,061                 |
| 6    | Livingstone Range School Div. #68       | 3,956           | \$32,619                 |
| 23   | Lloydminster Public S. D. #1753         | 2,342           | \$22,185                 |
| 23   | Lloydminster RCSSD #89                  | 1,167           | \$14,583                 |
| 6    | Medicine Hat CSRD #20                   | 2,731           | \$24,700                 |
| 6    | Medicine Hat School District #76        | 6,625           | \$45,480                 |
| 23   | Northern Gateway Regional Division #10  | 5,411           | \$39,667                 |
| 23   | Northern Lights School Division #69     | 5,899           | \$42,002                 |
| 1    | Northland School Division #61           | 2,885           | \$25,699                 |
| 1    | Northwest Francophone Ed. Region #1     | 328             | \$8,857                  |
| 6    | Palliser Regional Division #26          | 6,200           | \$43,447                 |
| 23   | Parkland School Division #70            | 9,339           | \$58,478                 |
| 1    | Peace River School Division #10         | 3,291           | \$28,322                 |
| 1    | Peace Wapiti School Division #76        | 5,694           | \$41,018                 |
| 23   | Pembina Hills Regional Division #7      | 6,317           | \$44,007                 |
| 5    | Prairie Land Regional Division #25      | 1,594           | \$17,350                 |
| 6    | Prairie Rose Regional Division #8       | 3,524           | \$29,831                 |
| 4    | Red Deer Catholic Regional Division #39 | 6,538           | \$45,063                 |
| 4    | Red Deer Public School District #104    | 9,764           | \$60,512                 |
| 5    | Rocky View School Division #41          | 16,120          | \$80,106                 |
| 23   | St. Albert PSSD #6                      | 6,622           | \$45,466                 |
| 23   | St. Paul Education Regional Division #1 | 3,983           | \$32,798                 |
| 23   | St. Thomas Aquinas RCSR #38             | 2,509           | \$23,263                 |
| 23   | Sturgeon School Division #24            | 4,459           | \$35,105                 |
| 6    | Westwind School Division #74            | 4,118           | \$33,474                 |
| 4    | Wetaskiwin Regional Division #11        | 4,159           | \$33,668                 |
| 4    | Wild Rose School Division #66           | 5,327           | \$39,265                 |
| 4    | Wolf Creek School Division #72          | 7,289           | \$48,656                 |
| 23   | Yellowknife Education District #1       | 2,275           | \$21,747                 |
| 23   | Yellowknife Catholic Schools            | 1,460           | \$16,480                 |
|      | <b>Totals</b>                           | <b>556,537</b>  | <b>\$2,863,446</b>       |

\*Note: Student totals were compiled from a report on Student Population for the 2008/2009 school year published by Alberta Education. Student registration information is as of Jan 31, 2009.

# Alberta School Boards Association

## 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:

- ◆ strategic priorities 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
- ◆ the budget is balanced
- ◆ budget assumptions approved by Board
- ◆ 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 (ie: Special Needs, High School Completion, Transportation, Infrastructure, Early Intervention, Safe and Caring Schools, Drug Awareness, Healthy Kids, Funding Framework, Anaphylaxis, School Fees and Fundraising)
- ◆ trustee development for the year
- ◆ current expense levels for items like our lease, insurance, memberships, telecommunications, etc.

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 meetings 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 decision which rests 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.

# Alberta School Boards Association

## Frequently Asked Questions

- ◆ 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 (ie: setting of mileage rate)

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

**Answer:** The association 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 \$145,542 in interest.

Reserves at August 31, 2008 totaled \$3,277,081.

This is comprised of 2 reserve funds set up by the Board of Directors:

- ◆ the building reserve fund (\$600,000). 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.
- ◆ the capital asset replacement reserve fund (\$431,720). 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

Who governs the ASBA?

A 12 member board of directors governs the association made up of:

- ◆ President – elected by the entire membership (one vote per full member board in attendance)
- ◆ Vice-President – elected by the entire membership (one vote per full member board in attendance)
- ◆ Six zone directors – elected by the Zone
- ◆ Four metro board representatives – elected by each metro board (Calgary Catholic, Calgary Public, Edmonton Catholic, Edmonton Public)
- ◆ The President, the Vice-President, the Zone directors and the Metro directors are elected for terms of approximately 18 months and are eligible for re-election for one successive term of approximately 18 months

# Alberta School Boards Association

## Frequently Asked Questions

computer equipment, computer software, network equipment, projectors, video conferencing equipment, printers, photocopiers, furniture or leasehold improvements.

and, the capital fund (\$324,121) and operating fund (\$1,921,240). 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.

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

**Answer:** Association policy is 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 (ie: 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

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.

Current fee for service rates:

Communications \$149/hr  
Education Services \$179/hr  
Labour Services \$149/hr  
Legal Services \$179/hr

2. Join employee benefit, insurance and pension plans developed to respond to the unique needs of an educational setting

The Alberta School Employee Benefit Plan

The Alberta School Boards' Insurance Exchange

The Supplemental integrated Pension Plan

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

# Alberta School Boards Association

## Frequently Asked Questions

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workshops (legal, educational services, communications).

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

**Answer:** Our lease expires in April 2010. Our current lease rate is excellent and was negotiated as a part of a ten year deal. The rate is \$7.40/sq ft from Sept to Apr 2010. Based on current market rates the lease rate is projected to be \$23.00/sq ft (based on current market rates in Edmonton). Operating and property costs are an additional \$12.51/sq ft.

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

**Answer:** Association staff are currently investigating various leasing and purchase options 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:** How does the membership get input into the budget?

**Answer:** 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.

What about the financial health of the Association?

On December 12<sup>th</sup> **Rob Quilley**, partner with KPMG LLP, presented the ASBA's 2007-2008 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 an operating surplus of \$65,864 (operating revenues totaled \$4.247 million and operating expenditures totaled \$4.181 million); a surplus from self supporting functions of \$65,594; a surplus from investment income of \$53,010; therefore ending the year with an overall surplus of \$183,468. The association's assets, liabilities and fund balances totaled \$4.2 million. The ASBA audited financial statements are available at [www.asba.ab.ca](http://www.asba.ab.ca).

# Alberta School Boards Association

## Frequently Asked Questions

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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.

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

**Answer:** The ASBA Board of Directors approves budget assumptions in February. From these, the ASBA administration prepares a draft budget with various options. This is presented to the Board of Directors for their consideration in March. The Board of Directors reviews the draft budget, discusses and approves various scenarios, and lastly 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.

### The Education Summit

350 people attended the *Putting the Public into Public Education* summit held in March 2009.

Education minister Dave Hancock kicked off the *Putting the Public into Public Education* summit which was attended by 144 citizens sponsored by school boards; 110 trustees or senior administrators; 40 citizens sponsored by the ASBA; nine observers; 11 representatives from the Alberta School Councils Association; a representative of the Association of School Business Officials of Alberta and a representative from the College of Alberta School Superintendents.

For more information on resources for school boards who want to engage their communities see the ASBA website at [www.asba.ab.ca](http://www.asba.ab.ca)

# Alberta School Boards Association

## Appendix B: Membership Fee Formula

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).

$$\text{AGWE} = \text{WE1} + \text{WE2} + \text{WE3} \dots \text{WEn}$$

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)

# Alberta School Boards Association

## 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)      |