



**Budget 2010-2011**  
**Approved June 7, 2010**

# Alberta School Boards Association Budget – 2010/2011

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## The ASBA Board of Directors



**Heather Welwood**  
President



**Jacquie Hansen**  
Vice-President



**Dianne Lavoie**  
Zone 1 Director



**Serafino Scarpino**  
Calgary Catholic Schools



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Calgary Board of  
Education



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Edmonton Public Schools



**Jackie Swainson**  
Zone 4 Director



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Edmonton Catholic  
Schools



**Anne-Marie Boucher**  
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
- ▶ Reasonable increases in membership fees
- ▶ Minimal increase in other fees (registrations, fee for service rates)
- ▶ Sustaining a level of service previously approved by the membership
- ▶ Sustaining active involvement in committee and task force work (e.g. 21<sup>st</sup> century learners, special needs, student achievement, English as a second language, early learning, FNMI education, high school completion, transportation, infrastructure, safe and caring schools, drug awareness and healthy kids )
- ▶ Development of new services
- ▶ 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)
- ▶ Work on Association policy
- ▶ ASBA mandate and strategic priorities

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### **Budget Assumptions – 2010/2011 Proposed Budget**

- The budget will be balanced
- There will be small or no increases to membership fees, fee for service rates and registration fees. As a result, there will be a proposed transfer from the building or operating reserve to balance the budget and meet projected expense levels. Options for the building surplus will be a part of the March budget discussions.
- Past experience and the 2009 consumer price index (1.3%) will be used to project expenses. However, to minimize the increase on fees charged back to school boards expenses will be reduced where possible.
- Election materials will cost approximately \$20,000.
- The annual lease rate increases to \$20/sq ft in April 2010 and parking increases to market rates of \$220/stall/month. The impact of these increases on the 2010-2011 budget (the first budget incorporating the new lease rate for a complete 12 month period) is increased costs of \$122,777.
- Interest revenue continues to be low due to low interest rates.
- Staffing levels will remain the same through 2010-2011.
- There will be no staff salary increases. Benefit costs are projected to increase by 3.0%. Pension rates will increase to 9.49% up to the YMPE (Yearly Maximum Pensionable Earnings – CPP Max) and 13.13% above the YMPE. The board requested a budget option be presented in March with a staff salary increase equal to the CPI rate and another with 0%.
- The per diem rate will remain at \$160/day (rounded to nearest dollar).
- Honorariums will remain at \$10,350 for the position of Vice-President and \$20,700 for the position of President

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- ▶ Canada Revenue Agency did not change mileage rates in 2010 therefore the mileage rate will remain at .49/km (average of CRA rate)
- ▶ Current memberships (CSBA, NSBA) will be renewed. As an International Partner with NSBA, ASBA's membership fee increased to \$25,000 US (approx \$26,525 CAN). CSBA membership fees will decline in 2010-2011 by approximately 50%.
- ▶ Insurance is adequate and will be renewed at current levels
- ▶ There will be no direct recovery of travel type expenses from school districts using fee for service.
- ▶ Where possible video conferencing will be used to provide services to school boards.

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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 2010-2013 strategic planning session, input was received from 16 school boards. 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 key advocacy priorities: high school completion; early intervention; transportation; and infrastructure. Many boards supported adding ESL and FNMI students to the key advocacy priorities. The ASBA Board of Directors added these to the advocacy priorities in the 2010-2013 strategic plan.
- ◆ There was support for continuing to advocate for the existence of locally elected school boards, increasing the profile of trusteeship, and effectively engaging the community in public education. These continue to be addressed in the 2010-2013 strategic plan under providing leadership support to school boards in their efforts to effectively engage their communities, building leadership and governance capacity of individual boards, and making support and resources available to school boards and trustees to encourage participation in trustee elections.
- ◆ School Boards identified several groups of students requiring increased focus and effort including special needs students, FNMI students, ESL students and 21<sup>st</sup> century learners. In the 2010-2013 strategic plan, this input is incorporated into the strategic priority - ASBA provides leadership support to school boards in providing successful learning opportunities for all students and includes special needs students, FNMI students, ESL students and 21<sup>st</sup> century learners.
- ◆ Several boards highlighted the importance of following through on the work completed on the special needs initiative in the “Setting the Direction” review. This is included under leadership in the strategic plan.

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- ◆ Other leadership and advocacy opportunities indentified by school boards included: plant operations and maintenance; student health and wellness; the impact of choice; gst exemption for school boards; obtaining local taxation to address infrastructure needs and continuing advocacy efforts for government to fully fund the arbitrated decision (AAWE index).
- ◆ Continue building trustee capacity through trustee development. Two boards highlighted the need for more collective bargaining experience and interest based bargaining workshops.
- ◆ The majority supported accelerating the timeline for preparing for 2012 when the teacher agreement expires. This continues to be included in the strategic plan and timelines have been moved forward.
- ◆ Building and maintaining partnerships continues to be important to school boards and continues to be a part of the strategic plan.
- ◆ Proactive identification and communication of emerging trends and issues that require attention of school boards. This is addressed in the 2010-2013 strategic plan under research.
- ◆ Research the process of gaining natural persons power for school boards.

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### **Strategic Priorities**

The strategic priorities from the 2010-2013 Strategic Plan are included below for your information.

#### **Leadership:**

- ◆ ASBA provides leadership support to school boards in providing successful learning opportunities for all students.
- ◆ ASBA provides leadership support to school boards in their efforts to effectively engage their public(s).

#### **Advocacy:**

- ◆ Action is taken to advance the key advocacy priorities of the Board: Early Intervention; English as a Second Language; First Nations, Métis and Inuit; High School Completion; Infrastructure; and Transportation.

#### **Research:**

- ◆ The ASBA provides relevant, well-researched information on current and emerging public education issues to school boards and key stakeholders.

#### **Partnerships:**

- ◆ ASBA initiates, builds and maintains key partnerships to improve public education and/or advance the advocacy efforts of the association.

#### **Services to Boards:**

- ◆ The ASBA builds leadership and governance capacity of individual boards (services to boards and trustee development).
- ◆ The ASBA addresses the matter of teacher bargaining beyond 2012.

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 2010-2011 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.

Dollars in the 2010-2011 budget provide the resources necessary to sustain current service levels for legal, labour, educational and communication services and trustee development activities. Resources will also be used to carry out initiatives identified in the 2010-2013 strategic plan. Work will continue on developing and/or implementing the infrastructure, transportation, high school completion and early intervention advocacy plans. Advocacy plans will be developed for new priorities - English as a Second Language and First Nation, Métis and Inuit initiatives. ASBA will continue to provide research and information on current and emerging public education issues to school boards. Resources will be allocated for exploring the issue of teacher bargaining beyond 2012. ASBA will continue to provide leadership support and resources to school boards in their efforts to effectively engage their public(s) and sustaining and building key partnerships continues to be important. Also included in the budget are dollars for election initiatives and new trustee orientation materials and workshops.

The 2010-2011 proposed budget is \$127,066 (2%) higher than the previous year.

\$122,777 (97%) of this relates to the increase in rent. Following a thorough review of the available rental and building options and costs, the Board of Directors voted to renew the lease at the current location. In December 2009, the Association entered into a ten year lease at the current location with rates at \$20/sq ft for the first five years and \$22/sq ft for the last five years. The negotiated rates are at the lower end of market rates for Edmonton and area.

Salaries will be increased by the 2009 CPI rate (1.3%).

Most costs have been held to 2009-2010 levels or reduced. The mileage rate will remain the same for 2010-2011. There is no change proposed for per diem and honorarium rates. The overall budget for per diems has been reduced as strategic

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planning will be moved to every 2<sup>nd</sup> year. The strategic plan will be reviewed and updated, if necessary, at a regular board meeting in 2010-2011. Also, the work of the drug awareness committee is evolving into the collecting and sharing of best practices amongst school boards and therefore the budget or costs of this committee have been reduced by half. The conference of choice benefit has been frozen for staff and the Board of Directors. The annual membership survey will not be conducted in the 2010-2011 period. Other costs that have been reduced in this budget include casual labour, contracted services, travel type costs, printing, postage, equipment, meeting supplies/catering, staff functions, insurance, CSBA membership, graphic design, and writing costs. Staff and the Board of Directors have committed to using video conferencing wherever possible to ensure the reduction in the travel budget is achieved.

To pay for the increase in this year's budget, it is proposed that the fee for service rate for legal services increase to \$225/hr from \$210/hr. Rates continue to be set below market. Market rates are between \$300 and \$500/hr plus travel costs. Registration fees will increase by \$25/person and \$37,749 will be transferred from the building reserve. The proposed membership fee increase is 0.0%.

The Board decided to access the building reserve on an as needed basis recognizing that future boards may need dollars to explore different options at the end of the current lease.

The rate of interest on overdue accounts will be assessed at 2%/mth.

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	2010/2011	2009/2010	2008/2009
	Budget	Budget	Actual
<b>Revenue</b>			
Membership Fees	\$ 2,863,446	\$ 2,863,446	\$ 2,753,313
Service Revenue (FFS, ASEBP)	1,497,565	1,411,960	1,314,043
Other Revenue (Grant, Interest, Misc)	127,872	181,034	313,746
Trustee Development - Reg/Grants	626,100	553,975	489,895
Transfer from Building Reserve	37,749	15,252	-
<b>Total Operating Revenue</b>	<b>\$ 5,152,733</b>	<b>\$ 5,025,667</b>	<b>\$ 4,870,997</b>
<b>Expenditures</b>			
Member Services	\$ 2,086,895	\$ 2,026,726	\$ 1,966,721
Executive, Corporate & Communication Services	1,655,146	1,672,000	1,464,502
Governance	434,407	482,704	583,233
Rental/Office Costs	513,157	390,380	306,222
Trustee Development Costs	363,128	353,858	441,488
Depreciation	100,000	100,000	96,606
<b>Total Operating Expenditures</b>	<b>\$ 5,152,733</b>	<b>\$ 5,025,667</b>	<b>\$ 4,858,772</b>
<b>Total Budget Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 12,225</b>

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	2010/2011	2009/2010	2008/2009
	Budget	Budget	Actual
<b>Revenue</b>			
1 Membership Fees	\$ 2,863,446	\$ 2,863,446	\$ 2,753,313
2 Fee for Service Revenue	1,459,470	1,373,865	1,275,948
3 Interest Income	43,872	94,784	106,950
4 ASEBP	38,095	38,095	38,095
5 Trustee Development - Reg/Grants	626,100	553,975	489,895
6 Trustee Development Grant	80,000	78,750	78,000
7 Emergency Planning Grant	-	-	125,000
8 Miscellaneous Revenue	4,000	7,500	3,796
9 Transfer from Reserves	37,749	15,252	-
<b>Total Revenue</b>	<b>\$ 5,152,733</b>	<b>\$ 5,025,667</b>	<b>\$ 4,870,997</b>

### Notes:

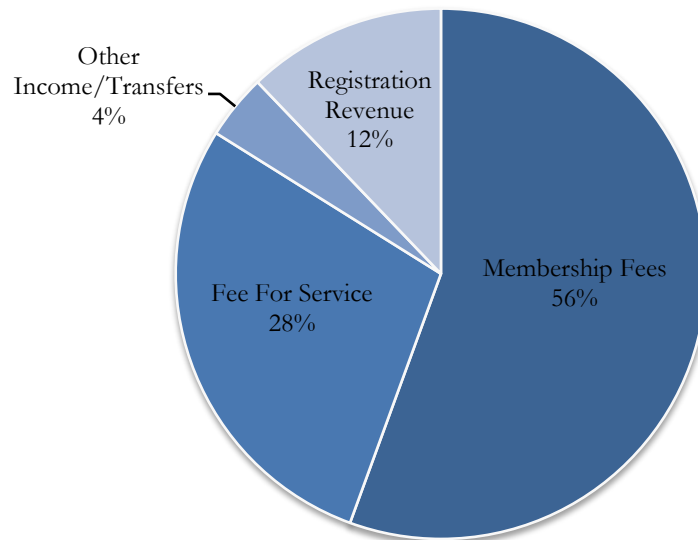
- 1 Proposed 0% increase in membership fees
- 2 Approximately 6,886 hrs (2009-2010 - 6784hrs) @ \$225/hr for legal, \$200/hr for educational srvs and \$176/hr for labour and communication services. Rates were increased for legal services from \$210/hr to \$225/hr.  
Total increase in fee for service = \$85,605
- 3 Interest income calculated at 2009 expected rates of return. Decrease = \$50,912
- 4 ASEBP - no change
- 5 \$25 increase in registration fees. Budget includes a trustee orientation workshop and 2 workshops/seminars to be developed for 2010-2011.
- 6 Increased 2% over the 2009-2010 grant amount
- 7 No grants projected
- 8 Miscellaneous revenue - small contingency
- 9 Transfer from building reserve to subsidy rental increase

**Note: Overall budget increase = 2.0% (\$127,066)**

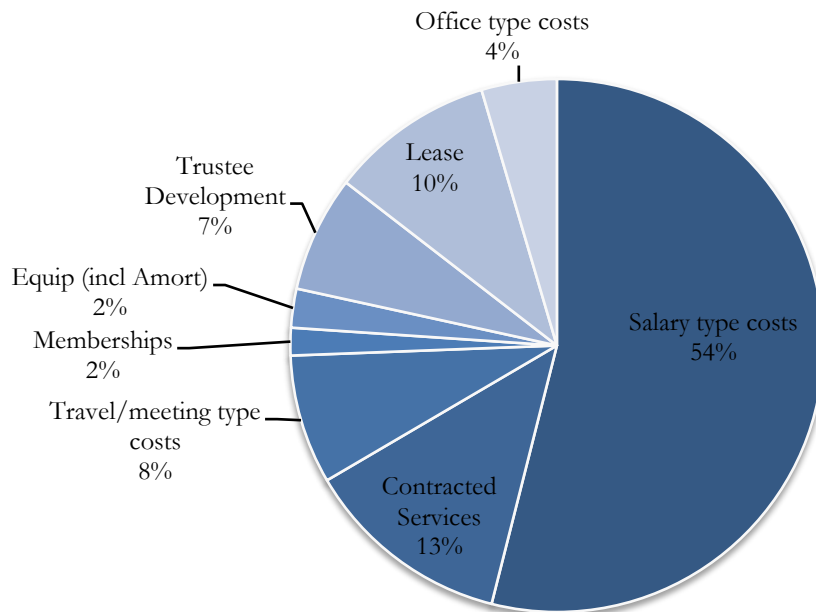
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## Revenue Distribution



## Expense Distribution



# Alberta School Boards Association

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	2010/2011 Budget	2009/2010 Budget	2008/2009 Actual
<b>Member Services</b>			
Total Salaries	\$ 1,341,786	\$ 1,288,821	\$ 1,246,998
Benefits	241,239	202,352	200,265
Casual Labour	32,000	38,033	21,584
Insurance	27,224	32,000	25,962
Contracted Services	268,786	275,240	311,342
Travel	51,000	56,267	49,729
Meals & Accommodation	42,000	37,200	40,728
Conferences	6,000	20,000	7,019
Staff Development	1,500	1,500	-
Catering	3,450	3,450	525
Memberships	17,411	17,363	17,439
Library & Subscriptions	30,500	30,500	32,009
Insurance Partnerships	20,000	20,000	11,178
Legal Action Costs	2,500	2,500	1,123
Miscellaneous	1,500	1,500	820
<b>Total Expenditures</b>	<b>\$ 2,086,895</b>	<b>\$ 2,026,726</b>	<b>\$ 1,966,721</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 2008-2009: \$1,275,948 (65% of department costs)

- ◆ Legal (FFS = \$844,952 – 4720 hrs)
- ◆ Labour (FFS = \$89,072 – 597 hrs)
- ◆ Educational Services (FFS = \$321,627 – 1796 hrs)

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 2010-2011 budget for Member Services is \$60,169 higher than 2009-2010.

- ◆ Salaries and benefits have increased by \$91,852 (6%) this year over last year's budget. A market survey was conducted in 2009-2010 and a few salaries were adjusted to bring them in to line with market rates and therefore the starting salaries were higher than the 2009-2010 budget. The increase projected in the 2010-2011 budget is 1.3%.

No change to staffing levels - positions included in 2010-2011 budget (13.3FTE):

- ◆ 5 lawyers
- ◆ 1 director – Educational 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 (continued as 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:

- ◆ 2007-2008 actual = \$378,853
- ◆ 2008-2009 actual = \$311,342
- ◆ 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:

- ◆ 1.3% projected cost of living increase in salaries (no merit increases are budgeted)
- ◆ Increase in benefit costs
- ◆ Other costs have been reduced by \$32,000 or 6%. The conference of choice benefit has been frozen for one year reducing these costs in the budget.

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

Employer contribution rates for LAPP will be 9.06% (2010) and 9.49% (2011) of salary up to the YMPE and 12.53% (2010) and 13.13% (2011) over the YMPE up to the maximum salary cap. LAPP rates are projected to increase for 2010, 2011 and 2012 .

Increases in benefit costs are due to paying higher employer pension contributions and ASEBP 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 held to 2009-2010 levels. Actuals for 2008-2009 were \$32,000. 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 2010-2011 budget. These are now established programs and costs should remain around this level. There will be some additional costs (still within the budget of \$20,000) used to evaluate these programs in 2010-2011.

Insurance costs are from the employed lawyer's liability policy. Insurance costs have been lower than projected so have been reduced to bring in line with actual costs incurred. 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 2010).

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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	2010/2011 Budget	2009/2010 Budget	2008/2009 Actual
<b>Executive, Corporate and Communication Services</b>			
Total Salaries	\$ 817,197	\$ 813,271	\$ 732,978
Benefits	190,259	180,169	160,279
Casual Labour	3,000	3,000	14,416
Contracted Services	324,800	354,600	281,485
Graphic Design	1,500	1,500	3,563
Writers	1,000	1,000	-
Publications Production	5,262	7,262	2,310
Travel	53,307	60,307	38,688
Meals & Accommodation	43,325	36,825	39,829
Conferences	9,300	16,800	11,888
Memberships	9,055	7,057	9,886
Promotional Materials	2,500	2,500	6,170
Bank & Interest Charges	3,600	3,600	2,629
Miscellaneous	8,817	8,817	10,073
Printing	500	1,923	249
Postage	6,000	11,570	4,486
Courier & Delivery	5,600	5,600	2,978
Telephone	48,000	48,000	44,648
Staff Development	3,500	3,500	498
Equipment Costs	21,352	25,954	20,251
Stationery Supplies	38,536	37,516	38,154
Subscriptions	12,121	11,283	9,979
Meeting Supplies/Catering	6,152	6,571	13,974
Election Materials	20,000	-	-
Staff Planning/Functions	13,508	16,508	8,330
Insurance	6,956	6,866	6,761
<b>Total Expenditures</b>	<b>\$ 1,655,146</b>	<b>\$ 1,672,000</b>	<b>\$ 1,464,502</b>

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

Executive, Corporate and Communication Services include:

- ◆ Executive Director responsibilities (See Strategic Plan, Role of Executive Director)
- ◆ 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 (Priorities include early intervention, high school completion, FNMI, ESL, transportation and infrastructure)
- ◆ 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 2010-2011 budget for these services has decreased by \$16,854 (1%):

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

- ◆ Salary and benefit costs have increased by \$14,015 (1%) this year over last year's budget. The projected salary increase for staff is 1.3% including the Executive Director who has agreed to follow staff salary increases instead of following the terms specified in the current contract.
- ◆ Employer contribution rates for LAPP will be 9.06% (2010) and 9.49% (2011) of salary up to the YMPE and 12.53% (2010) and 13.13% (2011) over the YMPE up to the maximum salary cap. LAPP rates are projected to increase for 2010, 2011 and 2012.
- ◆ Executive Director participation in the Registered SiPP (\$6,985), Non Registered SERP current service cost (\$8,000) and Non Registered SERP net actuarial loss on accrued benefit obligation (\$17,900).
- ◆ Projected decrease in contracted service costs of \$29,800 (8.0%). Decreases are from reduced audit fees and the annual membership survey will not be conducted in 2010-2011.
- ◆ Election costs of \$20,000 have been included in this year's budget to develop communication and election materials.
- ◆ All other costs have been reduced by \$21,069 (7%). Association staff continue to look for efficiencies to reduce office costs.

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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 - 2010-2011 Salary = \$194,924 (1.3% cost of living increase – same as other staff) *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 for 2010-2011. The savings to the association is over \$8,000 this year.*

#### **ASBA Compensation Policy – Executive Director**

“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.*

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

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

##### 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

Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help. Casual labour is projected to be the same for 2010-2011 (\$3,000).

Insurance costs cover the directors and officers liability policy and property and general liability insurance (ASBIE). These are projected to increase slightly for 2010-2011.

Travel, meals and accommodations are costs incurred to travel to zone meetings, member board meetings, general meetings, CSBA and NSBA and have been decreased by \$500. The mileage rate is \$0.49/km (average of recommended rate published by the Canada Revenue Agency in January 2009).

Equipment costs are annual costs for in-house photocopiers, fax machines, printers, network repairs. These have been projected using actual costs from previous years and have been reduced by \$4,600.

Staff function costs relate to the staff planning/staff meetings/other staff related office costs. These costs were reduced by \$3,000.

Conference of choice benefit for staff officers has been frozen for one year reducing conference costs by \$7,500.

Miscellaneous expense is a combined allocation from four departments (Communications, Finance, Executive Office and Corporate Services). These costs have been held to 2009-2010 levels. 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 – 2010/2011

	2010/2011 Budget	2009/2010 Budget	2008/2009 Actual
<b>Governance</b>			
CPP Costs	\$ 8,000	\$ 8,000	\$ 7,497
Per Diem	92,865	104,015	121,543
Honoraria	10,350	10,350	10,000
Contracted Services	26,250	26,250	41,738
Insurance	1,390	2,500	1,273
Travel	62,744	70,731	102,234
Meals & Accommodation	51,141	58,465	80,554
Conferences (Registration costs)	6,000	6,000	6,164
Conference of Choice (Registration costs)	-	6,000	5,903
Equipment Rental	250	250	1,200
CSBA/NSBA Membership	57,259	64,000	67,327
Catering	19,800	19,800	29,339
Meeting Rooms	2,823	2,823	501
Promotional Material	-	250	-
Telecommunications	-	1,000	136
Office Supplies	-	-	2,479
Miscellaneous	2,500	2,500	2,193
<b>Total Expenditures</b>	<b>\$ 341,372</b>	<b>\$ 382,935</b>	<b>\$ 480,081</b>
<b>President</b>			
Per Diem	\$ 22,161	\$ 25,161	\$ 29,458
Honoraria	20,700	20,700	20,000
Travel	23,686	25,536	22,381
Meals & Accommodation	20,138	21,372	26,226
Telecommunications	750	750	954
Memberships	2,400	3,000	2,367
Miscellaneous	200	250	110
Conferences	3,000	3,000	1,656
<b>Total Expenditures</b>	<b>\$ 93,035</b>	<b>\$ 99,769</b>	<b>\$ 103,152</b>
<b>Total Expenditures - Governance</b>	<b>\$ 434,407</b>	<b>\$ 482,704</b>	<b>\$ 583,233</b>

# Alberta School Boards Association

## Budget – 2010/2011

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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 – Priorities include early intervention, high school completion, FNMI, ESL, transportation and infrastructure.
- ◆ Board roles (budget, policy, executive director compensation and evaluation, fiscal accountability, ASEBP, school board to school board relationships, trustee awareness, FNMI 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 – 2010/2011

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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 \$48,297 lower (10%) in the 2010-2011 budget.

#### Honorariums:

- ◆ President - \$20,700 (no change) – last increase was 2009-2010
- ◆ Vice President - \$10,350 (no change) – last increase was 2009-2010

Per Diems – There is no proposed increase in the per diem rate of \$160 (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 has been reduced by \$14,150. Strategic planning has been moved to every 2<sup>nd</sup> year starting in 2010-2011 and the costs of the drug awareness committee have been reduced by half.

Travel, meal and accommodation costs have been reduced by \$18,396. Strategic planning will be every second year starting in 2010-2011 and the drug awareness costs have been reduced by half. The Board of Directors has also committed to using video conferencing for task force and committee meetings when appropriate which will help meet the reduced budget for travel costs. The conference of choice benefit has also been frozen for one year reducing travel costs related to conference activity. The annual savings from the conference fee is \$6,000.

#### 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– this line item includes the cost of registrations for CSBA and NSBA. Travel related costs for conferences are included in travel, meals and accommodation.

# Alberta School Boards Association

## Budget – 2010/2011

	2010/2011 Budget	2009/2010 Budget	2008/2009 Actual
<b>Rental/Office Costs</b>			
Office Rent	\$ 584,379	\$ 450,160	\$ 341,246
Rental Recovery	(71,222)	(59,780)	(35,024)
<b>Total Expenditures</b>	<b>\$ 513,157</b>	<b>\$ 390,380</b>	<b>\$ 306,222</b>
<b>General Meeting and Function Costs</b>			
Fall General Meeting	\$ 146,620	\$ 147,412	\$ 128,067
Spring General Meeting	111,483	111,483	102,192
Trustee Development	105,025	94,963	211,229
<b>Total Expenditures</b>	<b>\$ 363,128</b>	<b>\$ 353,858</b>	<b>\$ 441,488</b>

### Notes for Rental/Office Costs

The building budget is \$122,777 higher than 2009-2010. This increase is due to the expected increase in our monthly lease rate to \$20/sq ft. Actual operating costs at August 31, 2009 were \$12.41/sq ft. Operating costs have been projected to increase by 1.3%. 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 April 2010 to April 2015 - \$20/sq ft
  - ◆ From April 2015 to April 2020 - \$22/sq ft
- ◆ Estimated operating costs/property taxes per square foot - \$12.78/sq ft (up 1.3%)
- ◆ Storage - \$156.25/month

# Alberta School Boards Association

## Budget – 2010/2011

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

The largest individual increase in this year's budget (\$122,777 – 97%) relates to the increase in our annual lease rate. Following a thorough review of the available rental and building options and costs, the Board of Directors voted to renew the lease at the current location. In December 2009, the Association entered a ten year lease at the current location with rates at \$20/sq ft for the first five years and \$22/sq ft for the last five years. The negotiated rates are at the lower end of market rates for Edmonton and area.

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

Expenses have been reduced or held to 2009-2010 levels. 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, 2010 to August 31, 2011

Zone	Jurisdiction	Total Students*	Proposed Membership Fees
23	Aspen View Regional Division #19	3,189	\$27,616
4	Battle River Regional Division #31	6,719	\$45,843
23	Black Gold Regional Division #18	8,881	\$56,182
23	Buffalo Trail Regional Division #28	4,474	\$35,116
5	Calgary RCSSD #1	44,909	\$141,879
5	Calgary Board of Education	101,776	\$227,075
5	Canadian Rockies R. D. #12	2,123	\$20,740
4	Chinook's Edge School Division #73	10,751	\$65,116
5	Christ the Redeemer Catholic S.R.D. #3	7,559	\$49,858
4	Clearview School Division #71	2,587	\$23,730
23	East Central Alberta CSSRD #16	2,754	\$24,813
23	East Central Francophone Ed. Region #3	661	\$11,239
23	Edmonton Catholic Separate School District #7	33,227	\$116,748
23	Edmonton Public Schools	80,437	\$196,473
23	Elk Island Catholic Separate RD #41	5,566	\$40,336
23	Elk Island Public Schools R. D. #14	16,323	\$80,388
23	Evergreen CSRD #2	3,563	\$30,032
5	Foothills School Division #38	7,233	\$48,302
23	Fort McMurray RCSSD #32	4,160	\$33,617
23	Fort McMurray School District #2833	5,016	\$37,704
1	Fort Vermilion School Division #52	3,421	\$29,115
5	Golden Hills Regional Division #15	6,593	\$45,240
1	Grande Prairie RCSSD #28	3,858	\$31,932
1	Grande Prairie School District #2357	6,480	\$44,702
23	Grande Yellowhead Public School Division #77	4,887	\$37,088
6	Grasslands Regional Division #6	3,464	\$29,394
23	Greater N. Central Francophone Ed. Region #2	2,468	\$22,963
23	Greater St. Albert Catholic R. D. #29	6,515	\$44,867
5	Gr. Southern Francophone Public Ed. Region No. 4	1,237	\$15,018
5	Gr. Southern Franc. Separate Catholic Ed. Region No. 4	868	\$12,638
1	High Prairie School Division #48	3,353	\$28,677
1	Holy Family Catholic Regional Division #37	2,238	\$21,478
6	Holy Spirit RCSRD #4	4,487	\$35,181

# Alberta School Boards Association

## Membership Fees

September 1, 2010 to August 31, 2011

Zone	Jurisdiction	Total Students*	Proposed Membership Fees
6	Horizon School Division #67	3,630	\$30,463
23	Lakeland RCSSD #150	1,964	\$19,715
6	Lethbridge School District #51	8,370	\$53,737
23	Living Waters CRD #42	1,676	\$17,850
6	Livingstone Range School Div. #68	3,888	\$32,126
23	Lloydminster Public S. D. #1753	2,396	\$22,497
23	Lloydminster RCSSD #89	1,192	\$14,731
6	Medicine Hat CSRD #20	2,842	\$25,379
6	Medicine Hat School District #76	6,680	\$45,656
23	Northern Gateway Regional Division #10	5,266	\$38,902
23	Northern Lights School Division #69	5,859	\$41,734
1	Northland School Division #61	2,857	\$25,472
1	Northwest Francophone Ed. Region #1	329	\$8,859
6	Palliser Regional Division #26	6,355	\$44,107
23	Parkland School Division #70	9,417	\$58,742
1	Peace River School Division #10	3,331	\$28,534
1	Peace Wapiti School Division #76	5,609	\$40,544
23	Pembina Hills Regional Division #7	6,383	\$44,244
5	Prairie Land Regional Division #25	1,560	\$17,105
6	Prairie Rose Regional Division #8	3,597	\$30,247
4	Red Deer Catholic Regional Division #39	6,555	\$45,061
4	Red Deer Public School District #104	9,739	\$60,283
5	Rocky View School Division #41	16,518	\$80,804
23	St. Albert PSSD #6	6,596	\$45,255
23	St. Paul Education Regional Division #1	4,030	\$32,994
23	St. Thomas Aquinas RCSR #38	2,526	\$23,335
23	Sturgeon School Division #24	4,402	\$34,772
6	Westwind School Division #74	4,249	\$34,040
4	Wetaskiwin Regional Division #11	4,081	\$33,237
4	Wild Rose School Division #66	5,270	\$38,923
4	Wolf Creek School Division #72	7,280	\$48,524
23	Yellowknife Education District #1	1,818	\$18,768
23	Yellowknife Catholic Schools	1,343	\$15,706
	Totals	559,385	\$2,863,446

\*Note: Student totals were compiled from a report on Student Population for the 2009/2010 school year published by Alberta Education. Student registration information is as of Jan 29, 2010.

# 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, FNMI, ESL, 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 \$106,950 in interest.

Reserves at August 31, 2009 totaled \$3,289,306.

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

- ◆ the building reserve fund (\$600,000). This fund is being used, on an as needed basis, to address the increase in rental costs to the association from the increase in rates. The current board does not wish to deplete this fund completely but would like to leave a fund for future boards when the new lease expires so that there are options available at that time.
- ◆ the capital asset replacement reserve fund (\$505,137). 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

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

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 (\$284,165) and operating fund (\$1,900,004). 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; as a contingency fund in case there is an event which requires a cash outflow like the arbitrated settlement; and as a wind down fund in the event it is necessary.

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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

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 \$176/hr  
Education Services \$200/hr  
Labour Services \$176/hr  
Legal Services \$210/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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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 is the current lease rate and what are current market rates?

**Answer:** The current lease expires in April 2010. Following a thorough review of the available rental and building options and costs, the Board of Directors voted to renew the lease at the current location. In December 2009, the Association entered a ten year lease at the current location with rates at \$20/sq ft for the first five years and \$22/sq ft for the last five years. The negotiated rates are at the lower end of market rates for Edmonton and area. Operating and property costs are an additional \$12.41/sq ft.

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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.

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

What about the financial health of the Association?

On December 11<sup>th</sup> **Douglas Kroetsch** and **Joseph Man**, partners with Collins Barrow Edmonton LLP, presented the ASBA's 2008-2009 audited financial statements to the ASBA Board of Directors. Collins Barrow gave the association a clean audit report. Kroetsch told the board that the ASBA is in a healthy position – it is carrying no debt and ended the year with an overall surplus of \$12,225. This is made up of an operating surplus of \$76,000 (operating revenues totaled \$4.309 million and operating expenditures totaled \$4.233 million); a deficit from self supporting functions of \$74,214 because it cost the ASBA that much to organize the March 2009 Education Summit and a surplus from investment income of \$10,339. 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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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.

### **Running to win: Campaign School**

The June 9 Running to win: Campaign school in Red Deer will feature political consultant Ken Chapman talking about how to run an effective local campaign; image consultant Joanne Blake talking about making a great first impression and communications consultant Hank Goertzen on how to write and give an effective speech. The day will close with a panel of trustees telling stories from their personal campaign trail. This workshop is open to anyone thinking about running for the office of school trustee.

The \$99 registration fee includes lunch, hand-outs and the GST. Register at [www.asba.ab.ca](http://www.asba.ab.ca). The workshop takes place at the Capri Hotel in Red Deer – on the day after the ASBA’s annual spring meeting.

### **Free candidate information sessions in six communities**

The ASBA is offering six free candidate information sessions featuring retiring trustees talking about what it’s like to serve on school board. See the ASBA website for dates, times and registration.

# 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).

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

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)

# 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)