



Budget 2014-2015
(Approved: June 2, 2014)

Alberta School Boards Association Budget 2014-2015

The ASBA Board of Directors



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(Note: The Budget document begins at page 20 to match the page numbering in the Budget and Bylaw Bulletin).

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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
- ▶ Appropriate increases in other fees (registrations, fee for service rates)
- ▶ Sustaining a level of service previously approved by the membership
- ▶ Sustaining active involvement in partnerships, committee and task force work (e.g. education transformation, school board governance, labour relations, community engagement, action on inclusion, political advocacy, wrap around services, collaborative practices, student health and wellbeing, student centered learning, student achievement, English as a second language, second language learning, early learning, First Nation, Métis and Inuit student success and wellbeing, technology)
- ▶ Development of a new services model for the Association and ensuring dollars are available to explore different models and new services
- ▶ Trustee development program for the year
- ▶ Current cost of required expenses: annual lease, insurance, memberships, telecommunications
- ▶ Ensure compensation levels and working conditions for staff are market driven
- ▶ Ensure compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces are market driven
- ▶ Appropriate expense reimbursement for trustees and staff working on Association business (e.g. setting of the annual mileage rate)

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- ▶ Work on Association policy
- ▶ ASBA mandate and strategic priorities

Budget Assumptions

- ▶ The budget will be balanced.
- ▶ Reasonable increases will be proposed for membership fees, fee for service rates and registration fees based on the projection of costs for the 2014-2015 year. If necessary, there can be a transfer from the building or operating reserve to balance the budget and meet projected expense levels. Options for fee increases and transfers from the building surplus form part of the March budget discussions.
- ▶ Past experience and the annual all in consumer price index for Alberta (CPI increase January 2013 to January 2014= 2.7%) will be used to project expenses. *(2.7% was not used to project expenses. 2012-2013 actuals were used or expenses were decreased, left at 2013-2014 levels or increased by 1% or by contractual amounts).* To minimize the increase on fees charged back to school boards expenses were reviewed in detail to identify any potential savings.
- ▶ The annual lease rate is \$20/sq ft. for the period Sept 1, 2014 to April 15, 2015 and \$22/sq ft. from April 16, 2015 to August 31, 2015. ASBA is half way through a ten year lease agreement at the current location which began on April 15, 2010 and ends on April 14, 2020. Lease rates are \$20/sq ft for the first five years and \$22/sq ft for the last five years. The 2014-2015 budget will include a \$2/sq ft increase in lease rates. Parking is \$230/stall/month subject to market changes. Building operating costs are projected to be \$16.00/sq ft (based on actuals (currently \$15.53) plus 3.0% at January 1, 2015).
- ▶ Interest revenue will be based on current rates.

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- ▶ In 2013-2014, the staff lawyer seconded to Alberta Education returned to the Association. Also, an additional lawyer was hired in 2013-2014 to meet the demand for legal services and for succession planning. Staffing levels for 2014-2015 will also reflect these changes. The demand for labour services will continue to be filled on a contracted service basis. All other positions will remain the same through 2014-2015.
- ▶ There will be a provision for staff compensation. Market survey information will be considered. Benefit costs will increase by the % increase in salaries plus an additional projected rate increase of 1%. Pension rates for 2014 are 11.39% up to the YMPE (Yearly Maximum Pensionable Earnings – CPP Max) and 15.84% above the YMPE. In 2014, the YMPE is \$52,500. Pension rates are projected to increase by a ½ % for 2015. (*Pension rates were not increased.*) The contribution rate for the Registered SiPP will remain at 5%.
- ▶ A 3% increase in the per diem rate will be proposed (currently the per diem rate is \$166 and with a 3.0% increase will move to \$171) (*Following approval of the budget assumptions, the per diem rate was frozen for the 2014-2015 period.*)
- ▶ There will be no proposed increase to the honorarium rates for the position of Vice-President (currently \$10,350) and President (currently \$20,700).
- ▶ The current mileage rate of .53/km (the approved CRA rate for 2011) will remain unchanged. The mileage rate approved by the CRA for 2013 is .54/km.
- ▶ Current memberships (NSBA, Law Society of Alberta, Canadian Bar Association, Certified Management Accountants, North American Association of Educational Negotiators, Chamber of Commerce, Canadian Education Society, etc) will be renewed. Membership in CSBA will be renewed for the period April 1, 2014 to March 31, 2015 and April 1, 2015 to March 31, 2016.

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- ▶ Insurance is adequate and will be renewed at current levels. Current insurance coverage includes employed lawyers liability, general liability, property, bond and crime, group accident and directors and officers.
- ▶ Dollars will be set aside for exploring a new service model and new services.
(No additional dollars were set aside. This will have to be done within the contracted service budget provided.)
- ▶ There will be no direct recovery of travel type expenses from school districts using fee for service.

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Member Input

An integral part of the budget and strategic plan development processes is gathering school boards' input. In response to the Board of Directors' commitment to gathering enhanced data on the views of member boards on the Association's strategic plan, a survey was sent to school boards in November 2013 asking them to rank the existing priorities and to identify any additional priorities each board felt should be included in the 2014-2017 ASBA strategic plan.

For the 2014-2017 strategic planning session, the Association received 30 surveys back from 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 available resources (people and dollars).

From the input received back from member boards, there was strong continued support for the current strategic priorities. Some boards also identified additional priorities they believed were important including:

- ▶ Development of a new collective bargaining model which enables ASBA to effectively bargain with the ATA and AB government on behalf of all school boards. Make use of innovative and effective use of technology and sharing of best practices in this area.
- ▶ Be proactive with provincial legislation directly affecting school boards.
- ▶ Infrastructure - criteria and needs
- ▶ Funding Framework – inequities and sustainability
- ▶ Membership fees
- ▶ Role of the trustee – trustee relevancy
- ▶ Enhanced research on current issues, trends and concepts

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Strategic Priorities

Strategic priorities describe the most important priorities that ASBA must accomplish in order to succeed at a point in time. Strategic priorities focus the resources of the ASBA on its Mandate and “Doing the Right Things, Well, at the Right Time”.

The strategic priorities from the 2014-2017 Strategic Plan are included below for your information.

Strategic Priority A: ASBA provides leadership through its support of school boards to continuously improve and facilitate their development of inclusive, personalized learning environments for the success of all students.

Strategic Priority B: ASBA models effective governance while providing leadership and support to assist school boards in implementing effective governance practices that engage stakeholders and are proactive, responsive and accountable to students and communities.

Strategic Priority C: ASBA provides leadership in advocating on behalf of school boards and supports boards in building their capacity to communicate and advocate effectively.

Strategic Priority D: ASBA provides leadership and support to school boards to collectively and collaboratively, with relevant partners, lead the transformation of public education in Alberta to ensure student success.

Strategic Priority E: ASBA provides leadership in the development of a new teacher bargaining model.

For a more detailed look at the ASBA Strategic Plan go to www.asba.ab.ca.

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The 2014-2015 Budget

Budget assumptions are presented to the ASBA Board of Directors in January for their consideration and approval. Based on the final budget assumptions approved by the Board of Directors, a draft budget with various options is prepared and presented to the board in March. The initial budget assumptions may be changed in an effort to balance the budget and changes are incorporated into the draft budget approved by the board in March. At the March board meeting, the Board of Directors reviews a number of budget alternatives, makes decisions on a number of options and approves a draft budget that is presented to the membership at Zones and the Spring General Meeting. The membership votes on the draft budget at the Spring General Meeting in June.

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

The 2014-2015 budget is \$446,187 (7.9%) higher than last year. This is mainly due to adding two new lawyers to staff – bringing the ASBA legal department to seven lawyers. The Board of Directors supported a budget option which held membership fees to 2013-2014 levels recognizing school boards will face another tough year in 2014-2015. The fee to hire ASBA lawyers or education consultants is going up by 2% or \$5 per hour. The new rates are \$255 per hour to purchase legal services and \$215 per hour to purchase educational services. The rates for labour and communication services will not change. Also, to help pay for higher event costs, register fees for the Fall and Spring conferences will go up \$50 and \$25 per person, respectively. Expenses were thoroughly reviewed and where possible have been held to 2013-2014 levels or reduced. Association activities are reviewed each year to determine additional areas where costs can be reduced.

Dollars in the 2014-2015 budget provide the necessary resources to meet the demand for legal, labour, educational and communication services, to provide trustee development, and to manage the insurance and pension programs. There are also dollars allocated for task force and committee work which will be reviewed to ensure the highest priority work is being done and in the most efficient way. Meeting and travel costs will continue to be reviewed in an effort to trim expenses in all areas and to meet budget expectations. Resources will also be used to carry out initiatives identified in the 2014-2017 strategic plan, scheduled to begin in 2014-2015.

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ASBA's work over the next year and on will focus on:

- strengthening the provincial voice of school boards
- First Nations, Métis and Inuit student success and wellbeing
- strengthening partnerships for the effective development and implementation of personalized student learning
- demographic and wellness challenges facing school boards including student health and wellbeing, English language learning and remote delivery of education
- the rural education symposium initiative
- assisting school boards in identifying, shaping and leading transformation initiatives
- transformation of governance initiatives
- providing support to school boards in the strategic development and implementation of changes in legislation, regulations, education policy and labour relations
- community engagement
- working with school boards to develop a new teacher bargaining model and then advocating for this new model
- ensuring the long term sustainability of ASBA

Activities will include: conducting research where necessary; developing policy advice for school boards; establishing task forces; supporting the development and implementation of task force action plans; compiling best practices; providing opportunities for showcasing and sharing best practices; and providing professional development and networking opportunities to support the work of school boards.

In all association work, developing strong partnerships continues to be important in carrying out initiatives in the strategic plan and will be particularly important in the areas of personalized student learning , First Nations, Métis and Inuit student success and wellbeing, student health and wellbeing and, generally, in all advocacy work.

Effective advocacy is always identified as a top priority by school boards and continues to be a top priority in the 2014-2017 strategic plan. ASBA will work with school boards to develop shared advocacy positions on key issues creating a stronger provincial voice. Improving communication with school boards on advocacy efforts will also be important. ASBA will also continue to provide direction and support to ASBA zones in furthering advocacy priorities.

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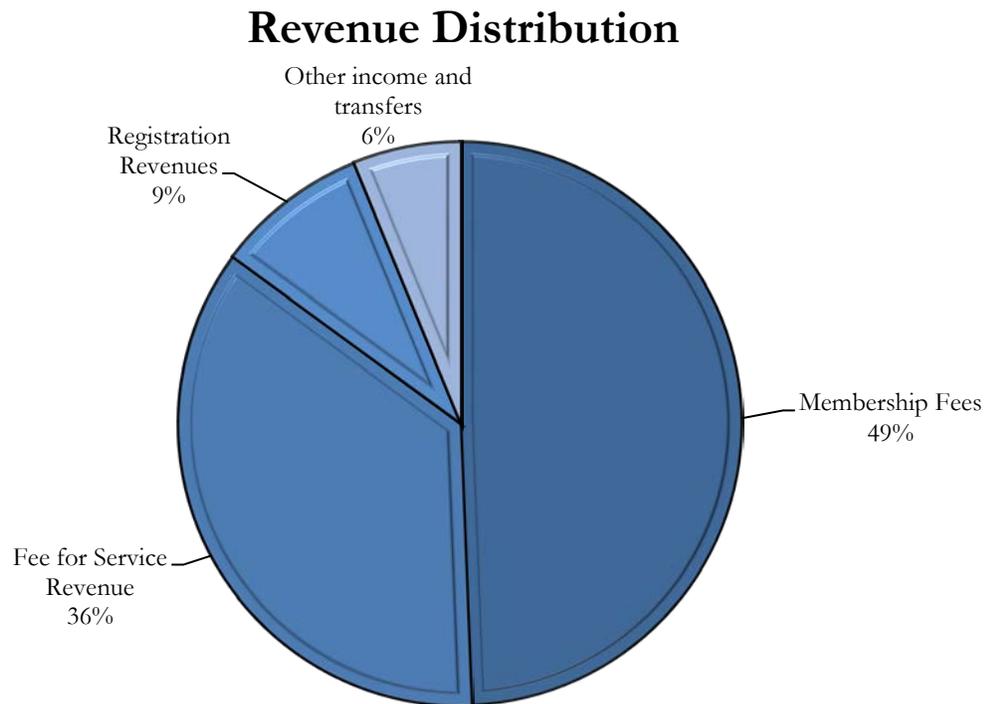
The 2014-2015 budget is \$6 million, \$446 thousand higher than 2013-2014 with dollars allocated for services to boards, task force and committee work, trustee development and initiatives in the strategic plan that can be addressed within the budget. This is a deficit budget with \$105,467 being transferred from the building reserve to balance.

Proposed Budget - 2014/2015

Page #		2014/2015 Budget	2013/2014 Budget	2012/2013 Actual
	Revenue			
	Membership Fees	\$ 2,993,302	\$ 2,993,302	\$ 2,993,300
	Service Revenue (FFS, ASEBP)	2,165,270	1,811,295	2,125,977
	Other Revenue (Grant, Interest, Misc)	267,558	134,954	375,332
	Trustee Development - Reg/Grants	530,300	593,975	788,308
	Transfer from Building Reserve	105,467	82,184	-
29-30	Total Operating Revenue	\$ 6,061,897	\$ 5,615,710	\$ 6,282,917
	Expenditures			
31-36	Member Services	\$ 2,903,650	\$ 2,361,304	\$ 2,681,118
37-44	Executive, Corporate & Communication Services	1,756,331	1,792,615	1,786,175
45-50	Governance	432,880	447,991	445,590
51	Rental/Office Costs	550,531	525,871	520,214
52	Trustee Development Costs	343,505	387,929	595,599
	Depreciation	75,000	100,000	56,557
53	Total Operating Expenditures	\$ 6,061,897	\$ 5,615,710	\$ 6,085,253
	Total Budget Surplus (Deficit)	\$ -	\$ -	\$ 197,664

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	2014/2015 Budget	2013/2014 Budget	2012/2013 Actual
Revenue			
1 Membership Fees	\$ 2,993,302	\$ 2,993,302	\$ 2,993,300
2 Fee for Service Revenue	2,127,175	1,773,200	2,087,882
3 Interest Income	58,058	54,204	57,025
4 ASEBP	38,095	38,095	38,095
5 Trustee Development - Reg/Grants	530,300	593,975	788,308
6 Trustee Development Grant	85,000	63,750	85,000
7 General Grant Revenue	107,500	-	205,130
8 Miscellaneous Revenue	17,000	17,000	28,177
9 Transfer from Reserves	105,467	82,184	-
Total Revenue	\$ 6,061,897	\$ 5,615,710	\$ 6,282,917



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Line #	Information on Revenues
1	There is a proposed 0% increase in membership fee revenue. Membership fees have not been increased since 2012-2013. (Note: There may be differences in individual school board membership fees due to student enrolment changes in 2014-2015).
2	Fee for service rates are increasing by \$5 per hour (2%) for legal services (new rate = \$255 per hour) and educational services (new rate = \$215 per hour). The hourly rate for labour and communication services (\$200 per hour) will not change. Fee for service hours are projected at 8,881 due to the addition of a new lawyer and an increase in the hours for another. In 2013-2014, budgeted fee for service hours are 7,616 (at March 2014, due to turnover in the legal services area, fee for service hours are under budget). In 2012-2013, fee for service hours totalled 9,288 due to increased labour activity throughout the province. Labour activity is projected to slow in 2014-2015. In 2011-2012, fee for service hours totalled 7,605. Total increase in fee for service revenue = \$353,975.
3	Interest income is calculated at 2014 expected rates of return. Increase = \$3,854.
4	ASEBP – no changes from 2013-2014 budget.
5	There is a proposed increase in registration fees for the fall conference (up \$50 to \$650 per person) and the spring conference (up \$25 to \$600 per person) to pay for higher event costs. There will also be two legal/labour type conferences in the fall and spring. There is decrease in registration revenue of \$63,675 because the trustee orientation conference is not held in non election years so it has been removed from the budget. Attendance has been adjusted to actuals.
6	The trustee development grant was increased (\$21,250) to actuals. ASBA has a grant agreement for trustee development which extends to 2014-2015.
7	Transformation of Governance Grant – to be completed in 2014-2015. There is also a corresponding increase in expenses as grant work is done through contracted services.
8	Miscellaneous revenue includes amounts for subscription revenue, job advertising on the website, sale of dvd's (parliamentary procedures) and other miscellaneous revenue.
9	The ASBA Board of Director's approved a transfer from reserves to balance the budget of \$105,467, an increase of \$23,283 over 2013-2014 budget.
10	The rate of interest charged on overdue accounts will be 2% per month.

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	2014/2015 Budget	2013/2014 Budget	2012/2013 Actual
Member Services			
1 Total Salaries	\$ 1,636,215	\$ 1,299,974	\$ 1,213,331
2 Benefits	332,360	263,736	202,634
3 Casual Labour	51,000	51,000	25,795
4 Insurance	35,794	30,681	23,028
5 Contracted Services	565,597	475,046	917,303
6 Travel	124,298	98,980	140,869
7 Meals & Accommodation	55,329	58,791	63,644
8 Conferences	16,500	13,500	13,322
9 Staff Development	1,500	1,500	4,934
10 Catering	3,000	2,000	2,628
11 Memberships	25,583	18,038	15,448
12 Library & Subscriptions	53,223	44,808	49,914
13 Insurance Partnerships	1,000	1,000	4,355
14 Legal Action Costs	1,000	1,000	3,235
15 Miscellaneous	1,250	1,250	678
Total Expenditures	\$ 2,903,650	\$ 2,361,304	\$ 2,681,118

Member Services

Services to individual boards include:

› Legal Services	› Governance frameworks
› Labour relations and human resources	› Executive searches
› Emergency planning	› Superintendent and board evaluations
› Policy development and reviews	› Strategic planning, strategic planning during fiscal restraint
› Organizational, functional reviews	› Student assessment

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Member Services continued

Educational Consultants also provide workshops on various topics at your board including, but not limited to, board orientation, practical governance tools, the role of the board and superintendent, etc.

Fee for service revenue generated in 2012-2013: \$2,087,882 (77% of department costs)

-  Legal (FFS = \$1,046,500 – 4186 hrs)
-  Labour (FFS = \$481,800 – 2409 hrs)
-  Educational Services (FFS = \$554,400 – 2640 hrs)
-  Communications (FFS = \$5,000 – 25 hrs)

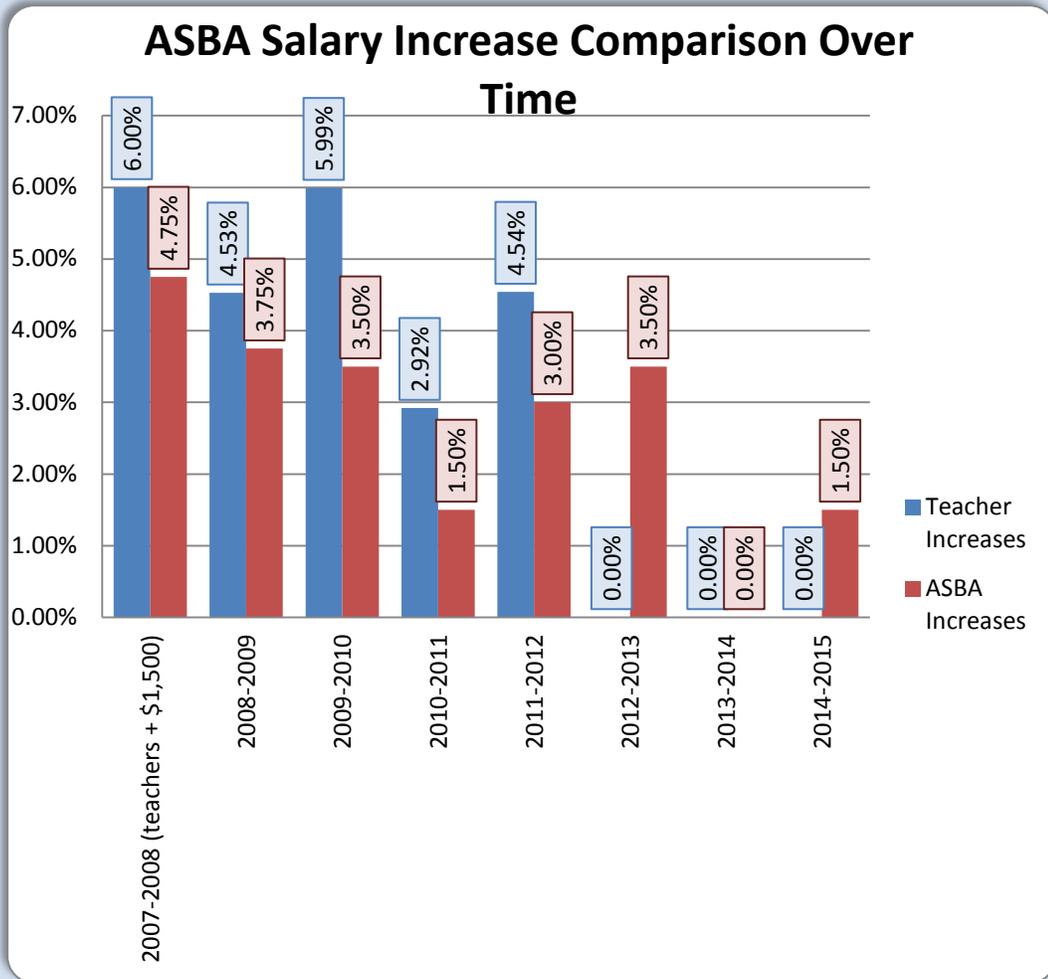
- ▶ Member Services also provides services to the Association for the benefit of all boards including:
 - ▶ Executing Association policy/directives for action and reporting outcomes
 - ▶ The development and implementation of strategic initiatives (based on strategic priorities set by the ASBA Board of Directors)
 - ▶ Strategic plan reporting (tracking completion of strategic initiatives)
 - ▶ Research on and analysis of educational issues and challenges (ie: collaborative practices in action, student assessment, student health and wellbeing, developing a framework for collaboration and shared governance, developing a framework for facilitation of caring, respectful and safe learning environments, early literacy/numeracy, high school completion, funding shortfalls in Alberta's public education system, Alberta's school building deficit, school fees and fundraising, trustee certification)
 - ▶ Transformation of governance grant deliverables
 - ▶ Policy process (PDAC)
 - ▶ Presenting at workshops, issue forums and seminars
 - ▶ Exploring new member services
 - ▶ Legal education for educators and school trustees, legal newsletter
 - ▶ Trustee development
 - ▶ Development of a collective bargaining model in conjunction with school boards.

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Overall, the 2014-2015 budget for Member Services is \$542,346 (23%) higher than 2013-2014.

Line # Information - Member Services

1 Salaries increased \$336,241 (25.87%) this year over last year's budget. An additional legal position was added to meet the demand for legal services and for succession planning purposes. Another lawyer seconded to Alberta Education returned to the Association in 2013-2014 to work on school act regulations, legal newsletter, legal workshops and other association business. A 1.5% salary increase for staff is included in the 2014-2015 budget. The market rate salary increase for 2014-2015 is 3.0 – 3.4% in the not for profit sector. A salary grid system is not used at ASBA so there are no increases to salaries for moving up through a grid.



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Line #	Information - Member Services
	<p><u>Staffing levels - positions included in 2014-2015 budget (14.2 FTE):</u></p> <ul style="list-style-type: none"> ➤ 7 lawyers ➤ 1 Director – Educational Services (contracted services) ➤ 1 Negotiator and Human Resource Specialist ➤ 1 Associate Executive Director/Negotiator and Human Resource Specialist ➤ 1 policy and research analyst ➤ 1.7fte legal secretaries ➤ 1 administrative assistant ➤ ~.5fte labour/educational administrative services (continued on a casual basis) <p>ASBA will continue to use the services of the Edmonton law firm, Reynolds Mirth Richards & Farmer LLP, to complement the services provided by our excellent legal team improving overall turn-around time on school board requests for legal services.</p>
2	<p>There is an increase in benefit costs of \$68,624 (26%) because of the addition of a legal position and the return of another lawyer from Alberta Education plus the 1.5% salary increase. The LAPP rates effective January 2014 are 11.39% up to the YMPE and 15.84% over the YMPE. These rates are projected to remain the same for 2015 as LAPP awaits the pension changes approved by the government. ASEBP 2014-2015 rates – 1st reading are used to project employee benefit costs. For CPP and EI projections, the maximum salary was increased by 3%. CPP and EI employer rates were not increased.</p>
3	<p>Casual labour costs remain the same for 2014-2015. These costs cover casual administrative support for labour and educational services. At this time, services are purchased on an as needed basis.</p>
4	<p>Insurance costs are for the purchase of an employed lawyer’s liability policy. Insurance costs are increasing by \$5,113 (17%) because of the addition of two legal positions in the 2014-2015 budget.</p>
5	<p>Contracted services are used by the Association to meet the demand for educational and labour services and are contracted on an as needed basis. Contracted services are also used for:</p> <ul style="list-style-type: none"> ➤ completing strategic planning initiatives ➤ conducting research ➤ completing grant deliverables (ie: technology governance, collaborative practices in action, regional collaborative service delivery model, transformation of governance)

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Line #	Information - Member Services
	<ul style="list-style-type: none"> ➤ rural education symposium work ➤ advocacy, committee and task force work. <p>Contracted service expenses increased by \$90,551 over the 2013-2014 budget. This increase is to pay for the work required to complete Transformation of Governance grant deliverables.</p> <p>Contracted service costs spanning several years are detailed:</p> <p style="margin-left: 40px;">2010-2011 actual = \$517,444 2011-2012 actual = \$680,417 2012-2013 actual = \$917,303 2013-2014 budget = \$475,046 2014-2015 budget = \$565,597</p> <p>Contracted service expenses incurred in the provision of educational and labour services or to complete grant deliverables are covered by fee for service revenue or grant revenue.</p>
6	<p>Travel costs are incurred when providing labour and educational services across the province. Travel costs are also incurred for work on governance, committees, task forces, strategic planning, general meetings, conferences, workshops and grant initiatives. To estimate travel costs, actuals from prior years were used plus 1% increasing travel costs by \$25,318. The mileage rate in 2014-2015 will remain at .53/km. The Association will continue to make use of the video conference capabilities to reduce travel costs wherever possible.</p>
7	<p>Meals and Accommodation costs are incurred for work on governance, committees, task forces, strategic planning, general meetings, conferences, workshops and grant initiatives. For accommodation it is expected that staff and contractors book the best available rate for single occupancy in a standard room. Meals are reimbursed, without receipts, at \$10.00/meal or with receipts. Alcoholic beverages are not reimbursed. These costs were decreased by \$3,462 (6%) in the 2014-2015 budget.</p>
8	<p>Conference costs are for staff attendance at work related conferences. These may include conferences such as CSBA, NSBA, COSA meetings (Council of School Attorneys), Canadian Educational Negotiators conference and legal seminars.</p>
9	<p>Staff development is available for administrative staff to learn or update skills that will help them carry out their duties. There are no changes for 2014-2015.</p>

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Line #	Information - Member Services
10	Catering costs are projected to increase by \$1,000 to a total of \$3,000. Catering costs are incurred for labour, task force and committee meetings that run over lunch or are held in the evening. Prior year actuals were used for projections.
11	Membership costs in 2014-2015 increased by \$7,545. This is because of the addition of 2 lawyers. The Association pays for memberships to the Law Society of Alberta (7 lawyers), the Canadian Bar Association (7 lawyers), North American Association of Educational Negotiators, Canadian Education Association, Education Law Association and NSBA's COSA memberships.
12	Library and subscription costs were increased to reflect actual costs for purchasing legal and educational resources plus the addition of online licenses for legal resources which were purchased in 2013-2014. Actual costs for 2012-2013 were \$49,914. Subscription costs increased (\$8,415) to reflect actual costs from 2012-2013 plus a 3% increase for inflation and a 5% contractual increase for Quicklaw. Costs are also higher as additional licenses had to be purchased for the new lawyers. Subscription and library expenses include legal publications such as Quicklaw, Province of Alberta, Worldox (document management system), Carswell, LexisNexis, Education Law Infosource, Specialty Technical Adviser, CAPSLE, the Arnet Report, and other Educational resources.
13	Insurance partnerships costs are incurred by ASBA to administer and govern the insurance and pension programs including the registered Supplemental Integrated Pension Plan (SiPP), the Alberta School Boards Insurance Exchange (ASBIE), the Alberta School Employee Benefit Plan (ASEBP) and the ASBA home and auto program. Direct costs remain at \$1,000 in the 2014-2015 budget. Costs are largely paid by the programs themselves so this is a small budget for items like additional travel, meeting rooms and catering.
14	Legal Action Costs – a small allocation for legal disbursement type of costs paid by ASBA.
15	Miscellaneous – small allocation for Educational, Legal and Labour services combined. This would contain items like thank you gift cards, business service costs at a hotel and criminal record checks.

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		2014/2015	2013/2014	2012/2013
		Budget	Budget	Actual
Executive, Corporate and Communication Services				
1	Total Salaries	\$ 905,945	\$ 893,314	\$ 948,609
2	Benefits	222,051	225,674	274,061
3	Casual Labour	6,178	6,178	4,764
4	Contracted Services	306,209	306,209	238,039
5	Newsletter	50,000	65,000	48,660
6	Publications Production	1,652	1,652	649
7	Travel	43,607	43,607	45,332
8	Meals & Accommodation	35,770	35,770	53,341
9	Conferences	10,500	10,000	5,075
10	Memberships	7,599	7,706	6,493
11	Promotional Materials	1,250	1,250	-
12	Bank & Interest Charges	5,680	5,680	5,076
13	Miscellaneous	11,632	11,519	12,038
14	Printing	500	500	-
15	Postage	4,700	4,700	2,449
16	Courier & Delivery	3,598	4,011	1,893
17	Telephone	49,157	50,954	57,723
18	Staff Development	3,500	3,500	-
19	Equipment Costs	21,059	20,458	19,101
20	Stationery Supplies	26,279	40,976	25,259
21	Subscriptions	10,743	10,743	10,480
22	Meeting Supplies/Catering	8,250	8,250	11,746
23	Election Materials	-	10,000	-
24	Staff Planning/Functions	17,410	17,410	10,536
25	Insurance	3,062	7,554	4,851
Total Expenditures		\$ 1,756,331	\$ 1,792,615	\$ 1,786,175

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Executive, Corporate and Communication Services

Executive, Corporate and Communication Services include:

- › Executive Director responsibilities (See Strategic Plan, Governance Policies: 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 (Examples: developing appropriate advocacy responses to Education Regulation and policy proposals, First Nations, Métis and Inuit student success and well being, communicating the need for predictable, sustained and long term operational and capital funding that addresses the realities of school boards, new teacher bargaining model)
- › Tripartite/development of a teacher bargaining model with school boards
- › Relationships and partnerships
- › The communications function
- › The annual report
- › Legal newsletter
- › Legal conferences
- › ASBA website - see www.asba.ab.ca - has up-to-date research and information
- › Trustee development (annual meetings, conferences, workshops, seminars)
- › General meeting preparation and administration
- › Policy advisory
- › Communications now
- › Issue monitoring and action
- › Key message development
- › Media relations
- › Public relations, community engagement
- › Communication services
- › Member surveys
- › Hot news
- › Increasing trustee awareness

Alberta School Boards Association

Budget 2014-2015

Executive, Corporate and Communication Services continued:

- › Exploring new member services
- › 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
- › Matters relating to CSBA
- › Identifying, developing and managing cooperative insurance and pension programs to benefit school boards. Insurance, pension and benefit programs include ASBIE, the ASBA home and auto program, SiPP and ASEBP.

 The Alberta School Boards Insurance Exchange (ASBIE) – an insurance program tailored to meet the needs of school boards.

 The Registered Supplemental Integrated Pension Plan (SiPP) – a supplemental pension plan option for senior jurisdictional employees.

 The Alberta School Employee Benefit Plan (ASEBP) – an employee benefit program specifically designed to meet the health benefit needs of Alberta's education sector.

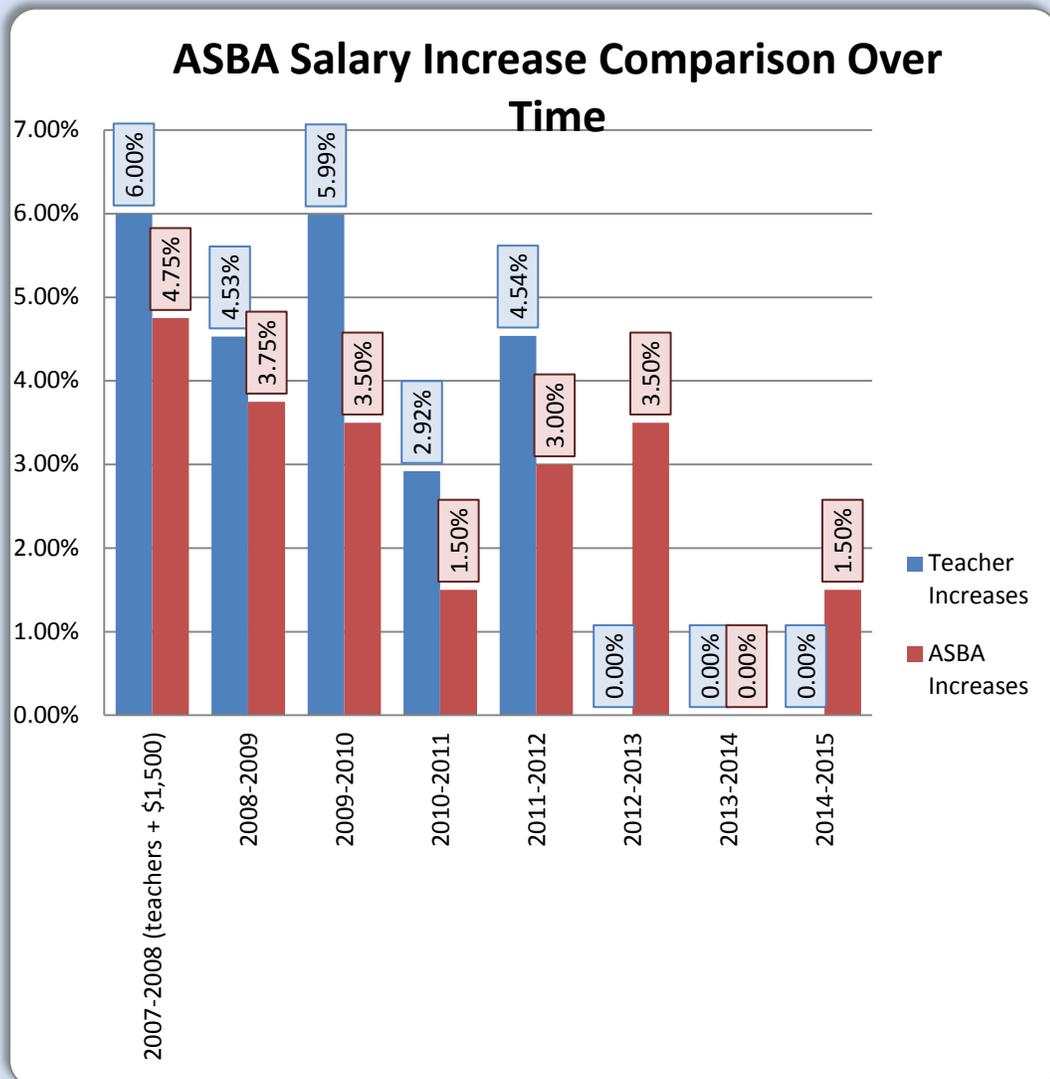
 The ASBA Home and Auto Program - through a partnership with TD Insurance Meloche Monnex, the ASBA offers trustees and school board staff a preferred rate on home and auto insurance.

Alberta School Boards Association Budget 2014-2015

The 2014-2015 budget for these services has decreased by \$36,284 (2%).

Line # Information - Executive, Corporate and Communication Services

1 Salary costs increased \$12,631 (1%) this year over last year's budget. One staff officer position was reduced from a .6FTE to a .5FTE. A 1.5% salary increase for staff is included in the 2014-2015 budget. The market rate increase for 2014-2015 is 3.0 – 3.4% in the not for profit sector. A salary grid system is not used at ASBA so there are no increases to salaries for moving up through a grid. At the Executive Director's request, his salary continues to be frozen for the 2014-2015 period.



Alberta School Boards Association Budget 2014-2015

Line
#

Information - Executive, Corporate and Communication Services

Positions included in the 2014-2015 budget (~8.5 FTE):

- 2.5 Directors (Corporate Services (.50FTE), Finance and Administrative Services, Communications)
- 1 Receptionist and Administrative Assistant
- 1 Executive Administrative Assistant
- 1.9285FTE Administrative Assistants
- 1 Policy Coordinator/Administrative
- 1 Executive Director

Executive Director

- Executive Director – 2014-2015 Salary = \$230,761.

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 50th-60th 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

Alberta School Boards Association

Budget 2014-2015

Line #	Information - Executive, Corporate and Communication Services
2	<p>Benefits decreased by \$3,623 (2%) because we are paying reduced benefits and no pension benefits for the director position moved to a .5 FTE. Apart from this, benefit costs increased because of the 1.5% salary increase. The LAPP rates effective January 2014 are 11.39% up to the YMPE and 15.84% over the YMPE. These rates are projected to remain the same for 2015 as LAPP awaits the pension changes approved by the government. ASEBP 2014-2015 rates – 1st reading were used to project employee benefit costs. For CPP and EI projections, the maximum salary was increased by 3%. CPP and EI employer rates were not increased.</p> <p>Executive Director participation in the Registered SiPP (\$7,000), Non Registered SERP current and past service cost plus net actuarial loss on accrued benefit obligation (\$35,000).</p>
3	<p>Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help. There is no change from the 2013-2014 budget.</p>
4	<p>Contracted service costs include services for the executive director evaluation, staff compensation review, staff planning, community engagement, computer services, accounting and audit, website design and maintenance, research, photographers and communications. There is no change from the 2013-2014 budget.</p>
5	<p>The legal newsletter is written specifically for the education community and discusses timely legal news in plain language for educators. These costs have been reduced by \$15,000 to closer reflect the actual cost of producing this service.</p>
6	<p>The budget for publication's production includes external costs for report or brochure production. There is no change from the 2013-2014 budget.</p>
7	<p>Travel costs are incurred to travel to zone meetings, member board meetings, general meetings, conferences, events (ie: We Day), strategic planning, committee and task force meetings outside of the ASBA office, CSBA and NSBA. The mileage rate remains at .53/km (recommended rate published by the Canada Revenue Agency in January 2012). All travel will be reviewed in an effort to meet the 2014-2015 budget expectations. There is no change from the 2013-2014 budget.</p>
8	<p>Meals and accommodation costs are incurred when travelling to zone meetings, member board meetings, general meetings, conferences, events, strategic</p>

Alberta School Boards Association

Budget 2014-2015

Line #	Information - Executive, Corporate and Communication Services
	planning, committee and task force meetings, outside of the ASBA office, CSBA and NSBA. For accommodation it is expected that staff and contractors will book the best available rate for single occupancy in a standard room. Meals are reimbursed, without receipts, at \$10.00/meal or with receipts. Alcoholic beverages are not reimbursed. There is no change from the 2013-2014 budget.
9	Conference costs are for staff attendance at work related conferences. For example CSBA, NSBA, Canadian Public Sector Pensions and Benefits, Rural Education Symposium. The Conference of choice benefit for staff officers has been frozen for an additional year (savings = \$24,000).
10	Memberships include Edmonton Chamber of Commerce, Canadian Education Association, AAMD&C, Alberta Chamber of Commerce, Royal Glenora (for hosting work events), CMA-CPA. There is a slight decrease (\$107) in membership costs in 2014-2015 as the CMA-CPA annual fee decreased in 2014.
11	The promotional material budget line is for purchasing ASBA items for promotion like pins, pens, note pads and memory sticks. There is no change from the 2013-2014 budget.
12	Bank and interest charges include bank and payroll fees. There is no change from the 2013-2014 budget.
13	Miscellaneous expense is a combined cost from four departments (Communications, Finance, Executive Office and Corporate Services). These costs have been increased slightly (\$113 or 1%) using 2013-2014 budget. Examples of costs included in miscellaneous expenses are: sponsorships (CAREERS: The Next Generation, Ever Active Schools, Support for the Alberta Excellence in Teaching Awards Program), dish soap, carpet cleaning, replacement of glasses and dishes, small donations, thank you gift cards, thank you gifts, etc.
14	There is a small allocation for any outside printing required for reports or materials. There is no change from the 2013-2014 budget.
15	Postage includes regular postage, mail outs, annual cost of scale and postage machine. Postage rates are increasing to \$.85-\$1.00/stamp in 2015. There is no change from the 2013-2014 budget.
16	These are the costs for courier services within Edmonton and Alberta. These costs have been reduced by 10% or \$413.
17	Includes the cost of office phones, mobile phones, fax, long distance, data plans, AXIA (for video conferencing), Shaw (internet connection), Telus (internet connection). Cell phone contracts were renewed on a sharing plan for 2013-

Alberta School Boards Association Budget 2014-2015

Line #	Information - Executive, Corporate and Communication Services
	2014 so costs are expected to decrease from 2012-2013. For projections, used actuals from Feb 2013 to Jan 2014 plus 1% and latest figures for cell phone usage. Costs were reduced by \$1,798 or 4%.
18	Staff development is available for administrative staff to learn or update skills that will help them carry out their duties. There are no changes for 2014-2015.
19	Equipment costs are annual costs for in-house photocopiers, fax machines, printers, phone system repairs, network repairs. These have been projected using actual costs from 2013-2014 and have been increased by \$600.
20	The budget for stationery supplies covers costs like paper, pens, pencils, paperclips, binders, file folders, etc. These costs have been reduced by \$14,697 or 36% to closer reflect actual costs from prior years.
21	Subscription costs include Yellow Pages, First Reference, Washington State School Directors' Association (communication materials), Prairie Media, The Armet Report, MSL Publishing, newspapers, not for profit accounting standards. There are no changes from the 2013-2014 budget.
22	Meeting Supplies and catering costs are being held to 2013-2014 levels. These are meeting type costs for communications, finance, executive office and corporate services.
23	The \$10,000 for election costs has been removed in 2014-2015 as these costs are incurred during election years only.
24	Staff planning and function costs relate to the staff planning/staff meetings/other staff related office costs. There are no changes from the 2013-2014 budget.
25	Insurance costs were reduced by \$4,491 only because the cost of the officers and directors insurance policy was reclassified to governance. The insurance cost is for property and general liability insurance coverage and is purchased through ASBIE.

Association staff continue to look for efficiencies to reduce office type costs.

Alberta School Boards Association

Budget 2014-2015

	2014/2015 Budget	2013/2014 Budget	2012/2013 Actual
Governance			
1 CPP Costs	\$ 8,000	\$ 8,000	\$ 5,204
2 Per Diem	89,655	89,655	80,880
3 Honoraria - Vice President	10,350	10,350	10,350
4 Contracted Services	18,000	29,000	17,612
5 Insurance	6,625	1,795	4,329
6 Travel	73,398	75,898	73,146
7 Meals & Accommodation	37,951	40,451	46,148
8 Conferences (Registration costs)	20,000	20,000	21,594
9 Conference of Choice (Registration costs)	-	-	5,613
10 Equipment Rental	2,500	2,500	1,762
11 CSBA/NSBA Membership	56,548	57,259	52,640
12 Catering	17,000	20,000	31,263
13 Meeting Rooms	1,250	1,250	-
14 Telecommunications	-	-	58
15 Office Supplies	-	-	232
16 Miscellaneous	1,000	1,000	672
Total Expenditures	\$ 342,277	\$ 357,158	\$ 351,503
President			
2 Per Diem	\$ 25,132	\$ 25,132	\$ 25,486
3 Honoraria	20,700	20,700	20,700
6 Travel	20,624	20,624	26,710
7 Meals & Accommodation	17,827	17,827	17,038
14 Telecommunications	20	250	16
16 Miscellaneous	300	300	320
8 Conferences	6,000	6,000	3,817
Total Expenditures	\$ 90,603	\$ 90,833	\$ 94,087
Total Expenditures - Governance	\$ 432,880	\$ 447,991	\$ 445,590

Governance

Governance includes Board of Director's meetings, executive and policy committee meetings, strategic planning and the Executive Director's compensation and evaluation. Governance also includes compensation for representation on internal task forces or external committees and attendance at zone and board chair meetings. These costs are included in per diems.

Alberta School Boards Association

Budget 2014-2015

Governance activities include:

- › Strategic planning – leadership in the development and promotion of strategic priorities
- › Policy process (PDAC)
- › Advocacy – Examples include developing appropriate advocacy responses to education regulations and policy proposals, First Nations, Métis and Inuit student success and well being, teacher bargaining and communicating the need for predictable, sustained and long term operational and capital funding that addresses the realities of school boards.
- › Board roles and task forces (transformation of school board governance, strengthening the provincial voice of school boards, 2nd language learning, budget, policy (PDAC), political advocacy, school board funding task force, executive director compensation and evaluation, fiscal accountability, ASEBP, school board to school board relationships, wrap around services task force, First Nations, Métis and Inuit partnership, school board-municipal government relationships and partnerships, education trends, community engagement and student health and wellbeing initiative).
- › Board chair/zone meetings/CSBA
- › Committee representation (e.g. Curriculum Policy Advisory Committee (CPAC), curriculum policy working groups, various Regional Learning Consortiums, children and poverty, high school flexibility pilot project, diploma exams, workforce planning advisory, Society for Safe and Caring Schools and Communities, and PASI, etc.)
- › Communication (media/public/member) – President
- › Organizational environment (e.g. political advocacy and governance)
- › Relationships
- › Election
- › Community engagement and trustee awareness
- › Budget

Alberta School Boards Association

Budget 2014-2015

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 24 months by member boards at a general meeting).

Costs in governance are \$15,111 (3.4%) lower than in the 2013-2014 budget.

Line #	Information - Governance and President
1	The budget for CPP costs is the employer portion of the CPP contributions deducted from per diems paid to trustees for association work. There is no change from the 2013-2014 budget.
2	The per diem rate will remain at \$166 (daily rate paid to attend ASBA board meetings, task force meetings, some committee meetings, strategic planning and conferences). The Board of Directors will continue to meet 7 times per year increasing the length of these meetings to accommodate all the association business. The Board of Directors will also continue with a one day meeting in August 2014 to complete the Executive Director and Board evaluations. This budget line also includes payments to any trustee participating in committee or task force work for ASBA. All activities will be reviewed to ensure costs meet budget expectations. The Board recognized that per diem levels may lag behind other organizations and will eventually need to be increased but they did not want to recommend any increases for this year. There is no change in total per diems from the 2013-2014 budget.
3	<p>Honorariums:</p> <ul style="list-style-type: none"> ➤ President - \$20,700 (no change) – last increase was 2009-2010 ➤ Vice President - \$10,350 (no change) – last increase was 2009-2010 <p>A survey was conducted in 2014 and the honorariums paid to the President and Vice President remain competitive.</p>
4	Contracted service costs have been reduced by \$11,000 (38%). Contracted service costs are incurred for strategic planning, board evaluation, task force and committee support, on-line membership survey.

Alberta School Boards Association

Budget 2014-2015

Line #	Information - Governance and President
5	Insurance costs include a directors and officers liability policy and a group accident insurance policy for board of director members working on association business. The directors and officers policy was reclassified from another department so this is not an increase in insurance costs. Insurance costs were increased 1.5% over 2014 actuals.
6	Travel costs were reduced by \$2,500 (3%). Travel type costs are incurred for transportation to/from board meetings, zone meetings, task force and committee meetings, strategic planning, conferences and other association events. The mileage rate will remain at \$0.53/km (recommended rate published by the Canada Revenue Agency in January 2012). The board will continue to meet 7 times per year plus an additional one day meeting in August to conduct the executive director and board evaluations. The strategic planning session in January 2015 will be held at the ASBA office reducing travel costs for directors living in or near Edmonton. There will be a review of all activities that generate travel costs in an effort to meet 2014-2015 budget expectations. Video and telephone conferencing will be used whenever possible.
7	Meals and accommodation costs were reduced by \$2,500 (6%). Meal and accommodation expenses are incurred when attending board meetings, zone meetings, task force and committee meetings, conferences and other association events. For accommodation it is expected that board of director members and trustees will book the best available rate for single occupancy in a standard room. Meals are reimbursed, without receipts, at \$10.00/meal or with receipts. Alcoholic beverages are not reimbursed. The strategic planning session in January 2015 will be held at the ASBA office reducing accommodation costs for directors living in or near Edmonton.
8	Conference costs are dollars set aside for half the board of director members to attend either CSBA or NSBA and remain in the budget at 2013-2014 levels. The president and vice president both attend CSBA and NSBA. The president also attends other association conferences and NSBA leadership events.
9	The conference of choice benefit continues to be suspended for the 2014-2015 year in an effort to reduce costs. Conference of choice is made available to those directors who are not eligible to attend the CSBA or NSBA conference in 2014-2015 and when available is set at \$2,000 per person including conference, travel and per diem costs. Suspending the conference of choice benefit saves \$10,000.

Alberta School Boards Association

Budget 2014-2015

Line #	Information - Governance and President
10	Equipment rental costs are for board meeting support outside of the ASBA office. This is the cost of projectors, screens and other equipment needed for various meetings held at hotels.
11	<p>NSBA membership fee - \$26,525</p> <p><u>Benefits of NSBA:</u></p> <ul style="list-style-type: none"> ➤ Access to NSBA staff experts on educational, advocacy, legal and association management issues ➤ Staff participation in all NSBA activities. Fees are waived for staff for the annual conference, council of urban boards of education and technology leadership network site visits. ➤ Full access to the NSBA's Library and Information Services, including sample governance policies and the NSBA's policy framework. ➤ Access to NSBA's survey services ➤ International Partnership Program staff participation in all NSBA work-alike groups ➤ 50% discounts on most NSBA publications ➤ No-cost access to NSBA's electronic newsletter for state associations, including the right to customize these and co-brand them for distribution to individual members. ➤ Up to 10 copies of each issue of the American School Board Journal and other print periodicals. ➤ Participation for International Partnership staff in NSBA webinars. ➤ Access to partnership opportunities in entrepreneurial programs from NSBA and State Associations. ➤ Participation in Regional meetings of the International Partnership participant's choice. ➤ Participation in online discussion groups for executive director and association staff. ➤ Other benefits as requested by the International Partnership Program and agreed to by NSBA staff.

Alberta School Boards Association Budget 2014-2015

Line #	Information - Governance and President
	<p>CSBA membership fee = \$30,734</p> <p>The mission of CSBA is:</p> <ul style="list-style-type: none"> ‣ To support the development of strong member school board associations, facilitate their addressing issues of common interest, and to strengthen public education across Canada; ‣ To promote the value of democratically elected local school boards; ‣ To strongly advocate the collective interests of the provincial associations of school boards to the federal government and other national organizations on issues of common interest or within federal jurisdiction; ‣ To support and inform commissioners/trustees across Canada.
12	<p>Catering costs were reduced by \$3,000. The strategic planning session in January 2015 will be held at the ASBA office with food catered in which will reduce catering costs for this event. Catering dollars are allocated for meals during Board of Director's meetings and ASBA task force and committee meetings (only if they run through lunch and/or supper).</p>
13	<p>Meeting room costs include charges for renting meeting space at hotels. There is no change from the 2013-2014 budget.</p>
14	<p>There is a small allocation for long distance and telephone fees for the President in the event a call needs to be made from a hotel phone.</p>
15	<p>No allocation in the 2014-2015 budget.</p>
16	<p>Miscellaneous is a small allocation of dollars for thank you gifts, thank you cards, flowers, donations.</p>

Alberta School Boards Association

Budget 2014-2015

	2014/2015	2013/2014	2012/2013
	Budget	Budget	Actual
Rental/Office Costs			
1 Office Rent	\$ 662,641	\$ 634,907	\$ 584,053
2 Rental Recovery	(112,110)	(109,035)	(63,839)
Total Expenditures	\$ 550,531	\$ 525,871	\$ 520,214

Line #	Information – Rental/Office Costs
1	<p>The building budget is \$24,660 higher than 2013-2014. The projected rate for operating and property taxes in 2014-2015 is \$16.00 per square foot (increased 3% from 2014 actuals). The monthly lease rate increases April 2015 to \$22 per square foot.</p> <p><u>Lease Details:</u></p> <ul style="list-style-type: none"> › Square footage leased - 15,759 › Per square foot rental rate (rates are at the lower end of market rates for Edmonton and area): <ul style="list-style-type: none"> › From April 2010 to April 2015 - \$20 per square foot › From April 2015 to April 2020 - \$22 per square foot › Estimated operating costs/property taxes per square foot - \$16.00 per square foot (up 3.0%) › Storage - \$156.25 per month
2	<p>The rental recovery represents space leased to our educational partners at cost allowing us to recover a portion of our annual lease costs.</p>

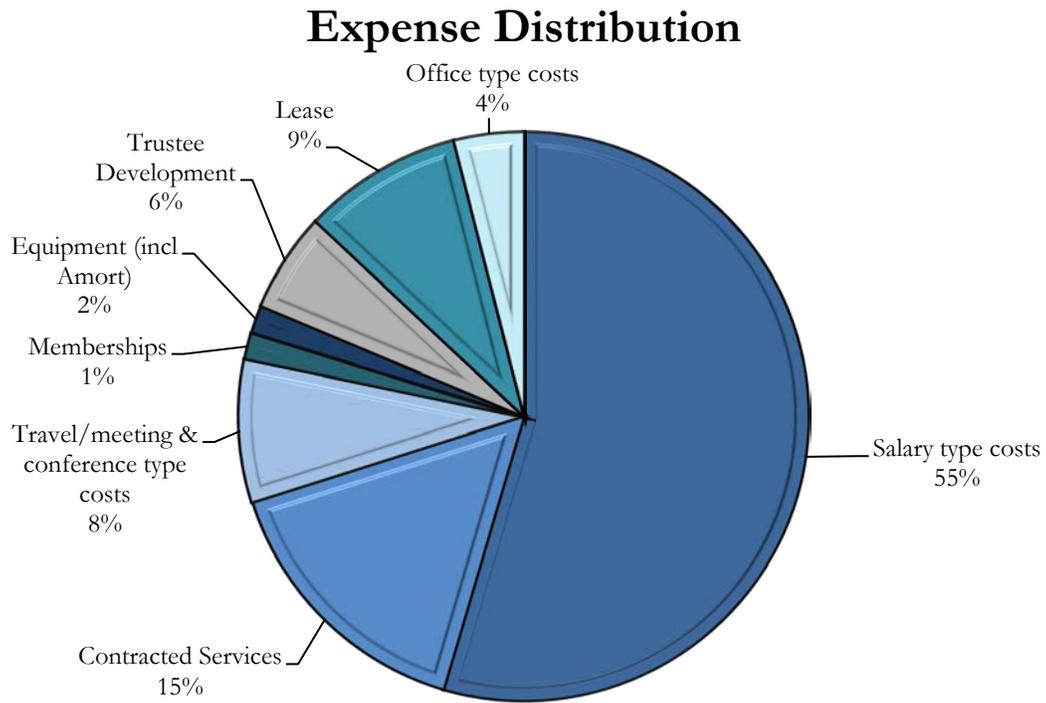
Alberta School Boards Association

Budget 2014-2015

		2014/2015	2013/2014	2012/2013
		Budget	Budget	Actual
General Meeting and Function Costs				
1	Fall General Meeting	\$ 195,585	\$ 169,991	\$ 178,467
1	Spring General Meeting	116,020	129,788	99,330
1	Trustee Development	31,900	88,150	317,802
Total Expenditures		\$ 343,505	\$ 387,929	\$ 595,599

Line #	Information – General Meeting and Function Costs
1	<p>Expenses are reduced in the 2014-2015 budget (\$44,424) because there is no trustee orientation workshop in non election years. The cost to register for the Fall/Spring conferences will go up \$50 and \$25/per person, respectively. Functions included in the budget are FGM, SGM and two legal workshops.</p> <p>The budget for general meeting and function costs includes:</p> <ul style="list-style-type: none"> > 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
Note	<p>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).</p>

Alberta School Boards Association Budget 2014-2015



Alberta School Boards Association
Proposed Membership Fees
September 1, 2014 to August 31, 2015

Zone	Jurisdiction	Total Students*	Membership Fees
23	Aspen View Regional Division #19	2,961	\$26,455
4	Battle River Regional Division #31	6,254	\$44,008
23	Black Gold Regional Division #18	9,603	\$60,078
23	Buffalo Trail PS Regional Division #28	4,267	\$34,468
5	Calgary RCSSD #1	50,825	\$154,849
5	Calgary Board of Education	110,185	\$240,325
5	Canadian Rockies R.D. #12	2,175	\$21,365
4	Chinook's Edge School Division #73	10,767	\$65,665
5	Christ the Redeemer Catholic S.R.D. #3	9,389	\$59,048
4	Clearview School Division #71	2,450	\$23,143
23	East Central Alberta CSSRD #16	2,347	\$22,473
23	East Central Francophone Ed. Region #3	696	\$11,739
23	Edmonton Catholic Separate School District #7	37,316	\$126,266
23	Edmonton School District #7	86,945	\$206,860
23	Elk Island Catholic Separate RD #41	5,911	\$42,359
23	Elk Island Public Schools R.D. #14	16,591	\$81,497
23	Evergreen CSRD #2	3,709	\$31,300
5	Foothills School Division #38	7,740	\$51,136
23	Fort McMurray RCSSD #32	5,518	\$40,473
23	Fort McMurray Public School District #2833	5,501	\$40,394
1	Fort Vermilion School Division #52	3,293	\$28,608
5	Golden Hills School Division #75	6,462	\$45,002
1	Grande Prairie RCSSD #28	4,327	\$34,756
1	Grande Prairie Public School District #2357	7,804	\$51,445
23	Grande Yellowhead Public School Division #77	4,861	\$37,319
6	Grasslands Regional Division #6	3,647	\$30,897
23	Greater N. Central Francophone Ed. Region #2	2,884	\$25,958
23	Greater St. Albert RCSSD #734	5,998	\$42,777
1	High Prairie School Division #48	3,109	\$27,413
1	Holy Family Catholic Regional Division #37	2,165	\$21,300
6	Holy Spirit RCSR #4	4,622	\$36,175
6	Horizon School Division #67	3,587	\$30,508
23	Lakeland RCSSD #150	1,992	\$20,177
6	Lethbridge School District #51	9,308	\$58,660
23	Living Waters CRD #42	1,856	\$19,291
6	Livingstone Range School Division #68	3,589	\$30,523

Alberta School Boards Association

Proposed Membership Fees

September 1, 2014 to August 31, 2015

Zone	Jurisdiction	Total Students*	Membership Fees
23	Lloydminster Public S.D. #99	2,350	\$22,495
23	Lloydminster RCSSD #89	1,469	\$16,786
6	Medicine Hat CSRD #20	2,624	\$24,273
6	Medicine Hat School District #76	7,051	\$47,831
23	Northern Gateway Regional Division #10	4,982	\$37,903
23	Northern Lights School Division #69	6,037	\$42,964
1	Northland School Division #61	2,715	\$24,864
1	Northwest Francophone Ed. Region #1	473	\$10,133
6	Palliser Regional Division #26	7,463	\$49,804
23	Parkland School Division #70	10,104	\$62,483
1	Peace River School Division #10	3,078	\$27,211
1	Peace Wapiti School Division #76	5,624	\$40,984
23	Pembina Hills Regional Division #7	6,631	\$45,815
5	Prairie Land Regional Division #25	1,431	\$16,541
6	Prairie Rose School Division #8	3,428	\$29,479
4	Red Deer Catholic Regional Division #39	8,458	\$54,585
4	Red Deer Public Schools	10,340	\$63,613
5	Rocky View School Division #41	19,392	\$87,545
5	Southern Francophone Education Region # 4	2,751	\$25,094
23	St. Albert Public School District #5565	7,202	\$48,551
23	St. Paul Education Regional Division #1	4,122	\$33,770
23	St. Thomas Aquinas RCSRD #38	3,388	\$29,220
23	Sturgeon School Division #24	4,848	\$37,255
6	Westwind School Division #74	4,327	\$34,756
4	Wetaskiwin Regional Division #11	3,928	\$32,719
4	Wild Rose School Division #66	5,103	\$38,479
4	Wolf Creek School Division #72	7,242	\$48,746
23	Yellowknife Education District #1	1,767	\$18,715
23	Yellowknife Catholic Schools	1,344	\$15,979
	Totals	600,326	\$2,993,302

*Note: Student totals were compiled from a report on Student Population for the 2013-2014 school year provided by Alberta Education. Student registration information is as of September 2013. These will be updated in 2014-2015 with the most current available information as per bylaw #10.

ASBA Budget: Frequently Asked Questions

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: School Board Governance, transformation, Inclusive Education Environments, responding to the Education Act, community engagement, high school completion, transportation, infrastructure, First Nations, Métis and Inuit partnership, second language learning, early learning, Safe and Caring Schools, student health and wellness, school board funding, education trends, wrap around services, municipal government partnerships)
- ◆ trustee development for the year

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 <http://www.asba.ab.ca/policies/policies-bylaws.asp>.

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

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.

ASBA Budget: Frequently Asked Questions

- ◆ current expense levels for items like our lease, insurance, memberships, subscriptions, telecommunications, etc.
- ◆ appropriate compensation levels and working conditions for staff
- ◆ appropriate compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces
- ◆ appropriate expense reimbursement for trustees and staff working on association business (ie: setting of mileage rate)

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 \$57,025 in interest.

Reserves at August 31, 2013 totaled \$3,583,028.

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. It is being used to balance the 2013-2014 and 2014-2015 budget. 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 (\$648,345). This reserve is replenished each year by the

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 2 years and are eligible for re-election for one successive term of 2 years.

ASBA Budget: Frequently Asked Questions

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

and, the capital fund (\$159,587) and operating fund (\$2,175,096). The capital fund is not a cash reserve but the net book value of our capital assets.

The operating fund currently has approximately 4 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; to pay for conference costs before we receive registration fees; as a contingency fund in case there is an event which requires a cash outflow like the tripartite negotiations, board chair meetings or the arbitrated settlement; and as a wind down fund in the event it is necessary.

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 or have a small surplus 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

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.

2013-2014 fee for service rates:

Communications \$200/hr

Education Services \$210/hr

Labour Services \$200/hr

Legal Services \$250/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
6. Subscribe to the school law newsletter – a newsletter written for the education community and discusses timely legal news in plain language for educators.

ASBA Budget: Frequently Asked Questions

resources. Association staff are responsible for event planning which involves arranging a venue, meals, speakers, facilitators, bands, special events, travel arrangements, materials, trustee packages, brochures, nametags, awards, registrations, surveys, invoicing and payment processing. The cost of photocopying and supplies are also included elsewhere in the budget. Lastly, regularly we rely on the immense skills and talents of our internal staff resources and ask them to prepare and present sessions at our conferences and workshops (legal, educational services, communications).

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 2020. Following a thorough review of the available rental and building options and costs, the Board of Directors voted to renew the lease in April 2010 at the current location for ten years at \$20 per square foot for the first five years and \$22 per square foot for the last five years. The negotiated rates are at the lower end of market rates for Edmonton and area. Current operating and property costs are an additional \$15.53 per square foot.

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

Answer: Alberta Education releases a report each year on Student Population by Grade, School and Authority – <http://education.alberta.ca/department/stats/students.aspx>

In the membership fee calculation, student enrolments are taken from the most current report.

What about the financial health of the Association?

On December 13th, **Douglas Kroetsch**, a partner with Collins Barrow Edmonton LLP, presented the ASBA's 2012-2013 audited financial statements to the ASBA Board of Directors.

Collins Barrow gave the ASBA 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 \$197,663. This is made up of an operating surplus of \$258,975 (operating revenues totaled \$5.5 million and operating expenditures totaled \$5.25 million); a deficit from self supporting functions of \$61,780 and a surplus from other revenue and expenses of \$468. The association's assets, liabilities and fund balances totaled \$4.973 million. The ASBA audited financial statements are available at www.asba.ab.ca.

SGM 2014 – June 2-3

Sheraton Red Deer

Trusted to Lead: SGM 2014

Lea Brovedani, author of *Trusted a Leader's Lesson*, is our keynote speaker for the Spring conference focused on building trust. Choose from 9 sessions including one for board chairs and aspiring board chairs. Vote on the ASBA budget. Hear from the deputy minister. Get the lay of the political land from Paul McLoughlin and Janet Brown. And more.

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ASBA Budget: Frequently Asked Questions

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 Directors has their strategic planning session and this input becomes a part of the strategic planning process for the association. Resources in the budget are then allocated to the initiatives included in the strategic plan.

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

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

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 January. 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.

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 Budget and Bylaw Bulletin. Also, budget presentations are made to each of the zones prior to the Spring General Meeting.

Get the community involved in public education

Enhancing school boards' connections with their local communities is a strategic focus for the ASBA. Resources are available on the ASBA website at http://www.asba.ab.ca/files/pdf/comm_engage_report12.pdf

Policy advisories

The ASBA prepares policy advisories on issues for members to use as guidelines as they develop or revise existing policies. These advisories are not policies in themselves, but rather include points that boards may wish to consider in drafting policies to fit their own particular circumstances. On the ASBA website are policy advisories for Anaphylaxis, School fees and fundraising at <http://www.asba.ab.ca/services/developing-policy.asp>

Research - The ASBA conducts quantitative and qualitative research about emerging issues in education and topics of interest to school boards. Research reports are on the ASBA website at: <http://www.asba.ab.ca/perspectives/research-papers.asp>

Get a preferred rate on home and auto insurance

Through a partnership with TD Meloche Monnex, the ASBA is offering trustees and school board staff a preferred rate on home and auto insurance. To get a free quote call 1.866.366.6668 or visit the ASBA website at:

<http://www.asba.ab.ca/services/insurance.asp#home>

Alberta School Boards Association

Appendix B: Membership Fee Formula

Each member board shall pay a basic fee (BF) in the amount of \$6,727.50 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 enrolments (WE) of all member boards as the denominator in the formula. Once the PSF has been calculated, it is applied to the weighted enrolment 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 enrolment (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 enrolment (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

BF	Basic Fee (\$6,727.50)
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)