



Budget 2015-2016
(Approved: June 1, 2015)

Alberta School Boards Association Budget 2015-2016

The ASBA Board of Directors directs the business and affairs of the ASBA.

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(Note: The Budget document begins at page 15 to match the page numbering in the Budget and Bylaw Bulletin).

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Budget Assumptions

Process:

The ASBA Board of Directors is responsible for approving a draft budget for presentation to the membership. One of the first steps in the budget process is to develop budget assumptions. Consideration of budget assumptions provides the Board of Directors time to explore key elements of the upcoming budget and discuss expected revenues and expenditures. The process helps align the expectations of the Board of Directors and Administration, who are responsible for preparing the draft budget. Budget assumptions are approved by the Board of Directors in January or February each year. Approved budget assumptions are then reflected in the draft budget options prepared by Administration and brought to the Board of Directors in March for discussion and decision making. It should be noted, budget assumptions can and do change during the March budget deliberations, but they remain important as the initial building blocks for developing budget options for the board.

Considerations:

The draft budget is developed to address a number of activities, including, but not limited to:

- providing core services to boards (legal, labour, educational and communication services)
- strategic plan priorities identified for 2015-2016
- advocacy plan initiatives
- trustee development
- fixed obligations like lease, insurance, some membership fees
- governance, task force and committee work
- partnerships

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Assumptions:

The following are the budget assumptions for the draft 2015-2016 budget.

1. The budget will be balanced.
2. Past experience and the annual all in consumer price index for Alberta at November 2014 will be used to project expenses (CPI increase November 2013 to November 2014 – 2%). Expenses will be reviewed in detail to identify any potential savings.
3. Costs associated with current lease obligations will be included.
 - Lease term: April 15, 2010 to April 14, 2020
 - Building operating costs (common area maintenance costs/property taxes)-\$17.44/sq ft. This is the current rate of \$16.61 plus a 5% increase.
 - Lease rate is \$22/sq ft.
 - Parking is \$230/stall/month subject to market changes.
4. Interest revenue will be based on current rates (2 to 3%).
5. The current per diem rate will remain at \$166 per day or \$83 per half day.
6. The current honorarium for the President will remain at \$20,700 annually and the Vice-President is \$10,350 annually.
7. The mileage rate the Association pays for travel will remain at .53 per kilometer). The Canada Revenue Agency automobile allowance rate for 2015 is .55 per kilometre (up to 5,000 kilometres).
8. Current partnerships and memberships will be included in the budget but will be reviewed by the Board of Directors with a decision to be made at the March budget meeting.
9. 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.

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10. There will be no direct recovery of travel type expenses from school districts using fee for service.
11. The Board of Directors will meet in person the following months: September, December, January (strategic and advocacy planning), March, May and August (Board/CEO evaluations and leadership). The October/ November (depending on elections) and the June meeting are done through video conference. Teleconferences are arranged on an as needed basis. Changes will be considered at the March budget meeting.
12. Sustain adequate resources to carry out the work of the Association.
13. Staffing at the Association is under review. Staffing levels for 2015-2016 will be determined by the work required to carry out the advocacy and strategic plans plus the successful delivery of core services. Staff compensation is also being reviewed. The Executive Director will use performance evaluations and market survey data to establish fair compensation as per Association bylaw. For your information, the economic adjustment projected for 2015 in Alberta is 2.9 to 3.2%.
14. Reasonable membership fees, fee for service rates and registration fees will be determined based on the assumptions above and identified resources needed to carry out activities in the strategic and advocacy plans plus provide core services to school boards. Options for fee changes will be a part of the March budget discussions.

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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 2014 asking them to evaluate existing priorities, identify any additional priorities plus identify three advocacy priorities they would like the Association to focus on in the 2015-2018 strategic plan.

For the 2015-2018 strategic planning work, the Association received 37 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 continued support for the current strategic priorities.

In addition, from the input received, the Board of Director's selected three advocacy priorities to focus on in the coming year: adequate, stable and predictable funding; infrastructure; and school boards as locally autonomous governments.

Work will continue on other important advocacy initiatives already underway, like, but not limited to, First Nation, Métis and Inuit student success; student health and wellness; transportation; wrap around services and English language learning.

Policy positions adopted by the membership continue to guide all advocacy efforts.

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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 and key results from the 2015-2018 Strategic Plan are included below for your information.

Strategic Priority A: ASBA provides leadership through its support of school boards in continuously improving and enhancing learning opportunities for students.

Key Result A1: ASBA will support boards in providing optimal student learning and well-being through strengthened collaborative partnerships.

Key Result A2: Leadership and support are provided to school boards in the sharing and implementation of promising practices and initiatives which address the diversity of learners and learning environments.

Strategic Priority B: ASBA provides leadership and support to school boards in their implementation of effective governance practices.

Key Result B1: School boards and trustees have access to resources and supports that assist them in meeting expectations of legislation, regulation, education policy, and system change.

Key Result B2: School boards have access to resources and supports to enhance community engagement.

Key Result B3: ASBA models effective governance by ensuring Association governance documents and practices are current and relevant.

Strategic Priority C: ASBA provides leadership and support to school boards in promoting excellence in public education.

Key Result C1: Changes to legislation, regulation, and policy impacting school boards and the education profession/occupation will reflect school boards’ interests and needs to manage the system to ensure student success.

Key Result C2: Any transformation initiatives will reflect member boards’ interests.

Key Result C3: ASBA will be the leading voice in key public education issues.

Key Result C4: Relevant education stakeholders, community partners and government will recognize the ASBA as a key partner.

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

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The 2015-2016 Budget

At the March board meeting, the Board of Directors reviewed a number of budget options, made decisions on a number of alternatives and approved the following draft budget for presentation 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 Association will operate with \$544 thousand fewer dollars next year – a 9% reduction.

The Board of Directors supported a budget option with a 2% membership fee decrease recognizing school boards will face a challenging year in 2015-2016. The fee to purchase ASBA services is going up by 5%. The new rates are \$210 per hour for labour and communication services, \$225.75 for education services, and \$267.75 for legal services. Also, to help pay for increasing event costs, registration fees for the Fall and Spring conferences will go up \$25 per person. No grant projects are anticipated for 2015-2016. The Association is also not expecting to receive the \$85,000 trustee development grant.

Expenses have been thoroughly reviewed and where possible reduced. The Board of Directors made a decision not to renew the NSBA membership so the membership fee and related travel expenses have been removed from the budget. Recognizing the continued importance of professional development and needing to reduce travel budgets, the board opted to cap conference dollars for individual board members and implement in house professional development. This will allow all board members to benefit from dollars spent on professional development at a lower cost to the Association. Salaries have been reduced by eliminating a half time position and reducing salaries on two vacant positions. The Executive Director's salary and benefits are lower. A temporary vacancy in a staff lawyer position will not be filled. There will be no staff salary increases in 2015-2016. Contracted service costs for producing the legal newsletter (discontinued) and for the provision of IT services have been cut or reduced. In addition, many other cuts have been made and are explained in the budget document.

With fewer dollars, all activities and services will be reviewed in an effort to operate within the reduced budget. The Association will continue to provide legal, educational and communication services. At this time, it is not known what labour

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services will be required, so as information becomes available, services will be determined and resourced within budget parameters. This will include updating the labour database so up to date labour reports are available for use by member school boards. Trustee development continues to be a priority and dollars are included in the 2015-2016 budget for development and networking opportunities. Also, staff will continue work on the insurance and pension programs. Dollars are allocated for various task force and committee work. The various task forces and working groups will be asked to submit or resubmit work plans and budgets to the Board of Directors to ensure together they continue to operate within larger ASBA budget parameters. The Association will continue to ensure the highest priority work is being done and in the most efficient way. Resources will also be used to carry out initiatives identified in the 2015-2018 strategic plan, scheduled to begin in 2015-2016.

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

- ▶ infrastructure
- ▶ adequate, stable and predictable funding
- ▶ school boards as locally autonomous governments
- ▶ First Nations, Métis and Inuit student success and wellbeing
- ▶ student health and wellness
- ▶ ensuring school boards and trustees have access to resources and supports to assist them in meeting expectations of legislation, regulation, education policy and system change
- ▶ ensuring school boards have resources and supports to enhance community engagement
- ▶ sharing and implementation of promising practices and initiatives which address the diversity of learners and learning environments
- ▶ ensuring member boards' interests and needs are reflected in transformation initiatives

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 promising practices; providing opportunities for showcasing and sharing promising practices; and providing professional development and networking opportunities to support the work of school boards.

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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 optimal student learning, First Nations, Métis and Inuit student success and wellbeing, student health and wellbeing and, generally, in all advocacy work.

Advocacy is always identified as a top priority by school boards and continues to be a top priority in the 2015-2018 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.

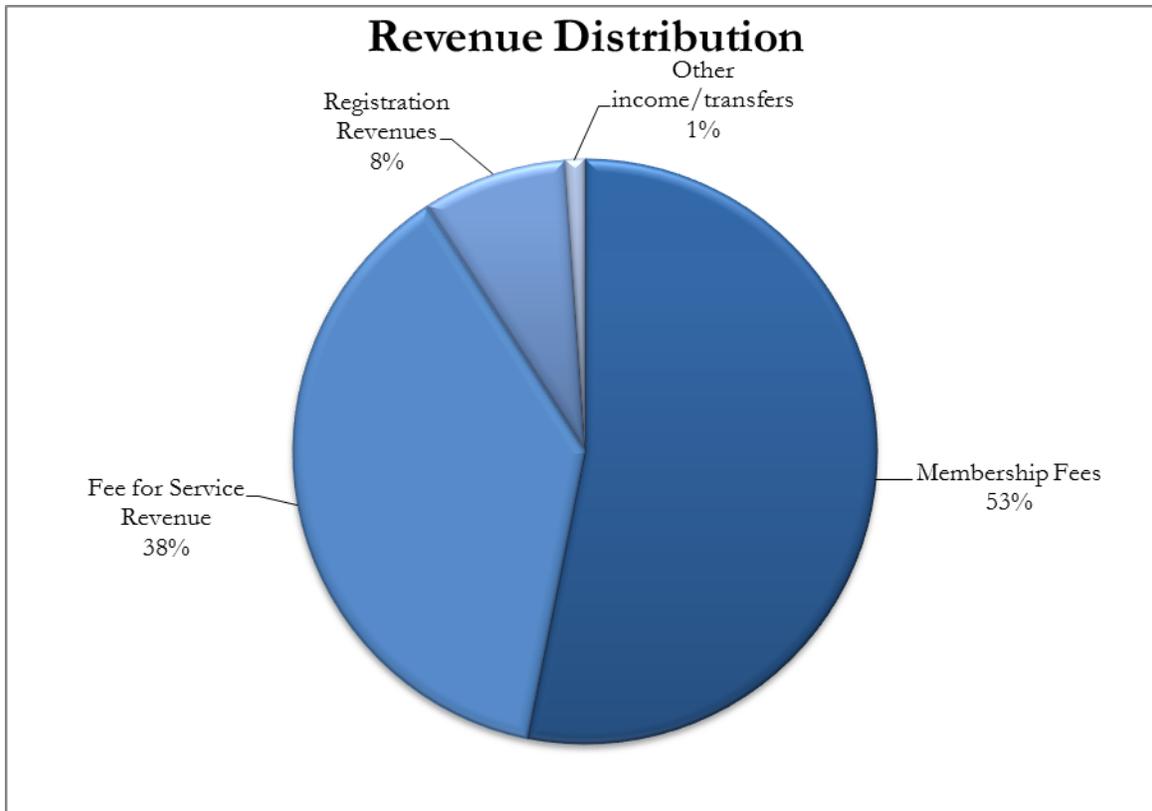
The 2015-2016 budget is \$5.5 million, \$544 thousand (9%) lower than 2014-2015 budget. This is a balanced budget with no transfers from the building reserve.

Proposed Budget - 2015/2016

Page #		2015/2016 Budget	2014/2015 Budget	2013/2014 Actual
Revenue				
	Membership Fees	\$ 2,933,436	\$ 2,993,302	\$ 2,993,300
	Service Revenue (FFS, ASEBP)	2,082,239	2,165,270	1,998,580
	Other Revenue (Grant, Interest, Misc)	61,058	267,558	314,046
	Trustee Development - Reg/Grants	441,300	530,300	796,537
	Transfer from Building Reserve	0	105,467	-
26-27	Total Operating Revenue	\$ 5,518,033	\$ 6,061,897	\$ 6,102,463
Expenditures				
28-33	Member Services	\$ 2,714,447	\$ 2,903,650	\$ 2,767,413
34-41	Executive, Corporate & Communication Services	1,447,984	1,756,331	1,769,748
42-46	Governance	398,884	432,880	412,466
47	Rental/Office Costs	569,152	550,531	534,734
48	Trustee Development Costs	312,566	343,505	531,835
	Depreciation	75,000	75,000	52,657
49	Total Operating Expenditures	\$ 5,518,033	\$ 6,061,897	\$ 6,068,853
	Total Budget Surplus (Deficit)	\$ -	\$ -	\$ 33,610

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	2015/2016 Budget	2014/2015 Budget	2013/2014 Actual
Revenue			
1 Membership Fees	\$ 2,933,436	\$ 2,993,302	\$ 2,993,300
2 Fee for Service Revenue	2,044,144	2,127,175	1,960,485
3 Interest Income	55,058	58,058	73,299
4 ASEBP	38,095	38,095	38,095
5 Trustee Development - Reg/Grants	441,300	530,300	711,537
6 Trustee Development Grant	-	85,000	85,000
7 General Grant Revenue	-	107,500	234,734
8 Miscellaneous Revenue	6,000	17,000	6,013
9 Transfer from Reserves	0	105,467	-
Total Revenue	\$ 5,518,033	\$ 6,061,897	\$ 6,102,463



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Line #	Information on Revenues
1	There is a proposed 2% decrease in membership fee revenue (decrease = \$59,866). The last membership fee increase was in 2012-2013. (Note: There will be differences in individual school board membership fees due to student enrollment changes in 2015-2016).
2	Fee for service rates are increasing by 5%. The fee for purchasing legal services will increase from \$255 per hour to \$267.75 per hour, labour and communication services will both increase from \$200 per hour to \$210 per hour and educational services will increase from \$215 per hour to \$225.75 per hour. Fee for service hours are projected at 8,191 down from 8,881 because of a reduction in legal staff. Total decrease in fee for service revenue = \$83,031.
3	Interest income is calculated at 2015 expected rates of return. Decrease = \$3,000.
4	ASEBP – no changes from 2014-2015 budget.
5	There is a proposed increase in registration fees for the fall conference (up \$25 to \$675 per person) and the spring conference (up \$25 to \$650 per person) to pay for higher event costs. There will be a separate fee for attending the business session only. There will also be two legal/labour type conferences in the fall and spring. There is decrease in registration revenue of \$89,000 due to projected attendance for the business meeting only.
6	The trustee development grant will not be received in 2015-2016 reducing revenues by \$85,000.
7	Work on the transformation of Governance Grant will be completed in 2014-2015 and no other grants are expected at this time resulting in a reduction in revenues of \$107,500.
8	Miscellaneous revenue includes amounts for job advertising on the website, sale of dvd's (parliamentary procedures) and other miscellaneous revenue. Miscellaneous revenue has been reduced as the legal newsletter is being discontinued due to budget constraints.
9	The ASBA Board of Directors has approved a budget requiring no transfers from reserves as they believe these dollars will be needed to either build or buy a new building when ASBA's current lease expires in 2020.
10	The rate of interest charged on overdue accounts will be 2% per month.

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		2015/2016 Budget	2014/2015 Budget	2013/2014 Actual
Member Services				
1	Total Salaries	\$ 1,493,180	\$ 1,636,215	\$ 1,374,234
2	Benefits	308,098	332,360	266,697
3	Casual Labour	48,680	51,000	9,157
4	Insurance	28,577	35,794	26,057
5	Contracted Services	565,223	565,597	815,161
6	Travel	109,040	124,298	105,776
7	Meals & Accommodation	63,799	55,329	61,755
8	Conferences	16,500	16,500	13,961
9	Staff Development	1,500	1,500	-
10	Catering	3,000	3,000	2,259
11	Memberships	25,710	25,583	20,384
12	Library & Subscriptions	46,789	53,223	62,906
13	Insurance Partnerships	1,000	1,000	3,823
14	Legal Action Costs	1,000	1,000	478
15	Telecommunications	1,100	-	2,867
16	Miscellaneous	1,250	1,250	1,898
Total Expenditures		\$ 2,714,447	\$ 2,903,650	\$ 2,767,413

Member Services

Services to individual boards include:

<ul style="list-style-type: none"> ➤ Legal Services 	<ul style="list-style-type: none"> ➤ Governance frameworks
<ul style="list-style-type: none"> ➤ Labour relations and human resources 	<ul style="list-style-type: none"> ➤ Executive searches
Performance assessment and evaluations <ul style="list-style-type: none"> ➤ Board self-evaluations ➤ Central office organization and compensation ➤ CEO evaluations ➤ Senior leadership 360 degree performance assessment 	Organizational reviews <ul style="list-style-type: none"> ➤ Administrative procedures ➤ Central office organization and compensation ➤ Demographics and school viability ➤ Policy development and review ➤ Transportation ➤ Ward boundaries ➤ Other functional reviews as requested
<ul style="list-style-type: none"> ➤ Workshops (ie: Board orientation, team building, Board and Superintendent relationships, strategic planning) 	<ul style="list-style-type: none"> ➤ Student Assessment

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Member Services continued

Fee for service revenue generated in 2013-2014: \$1,960,510 (72% of department costs)

- ✚ Legal (FFS = \$1,138,425 – 4554 hrs)
- ✚ Labour (FFS = \$317,100 – 1586 hrs)
- ✚ Educational Services (FFS = \$493,512 – 2306 hrs)
- ✚ Communications (FFS = \$11,400 – 57 hrs)

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

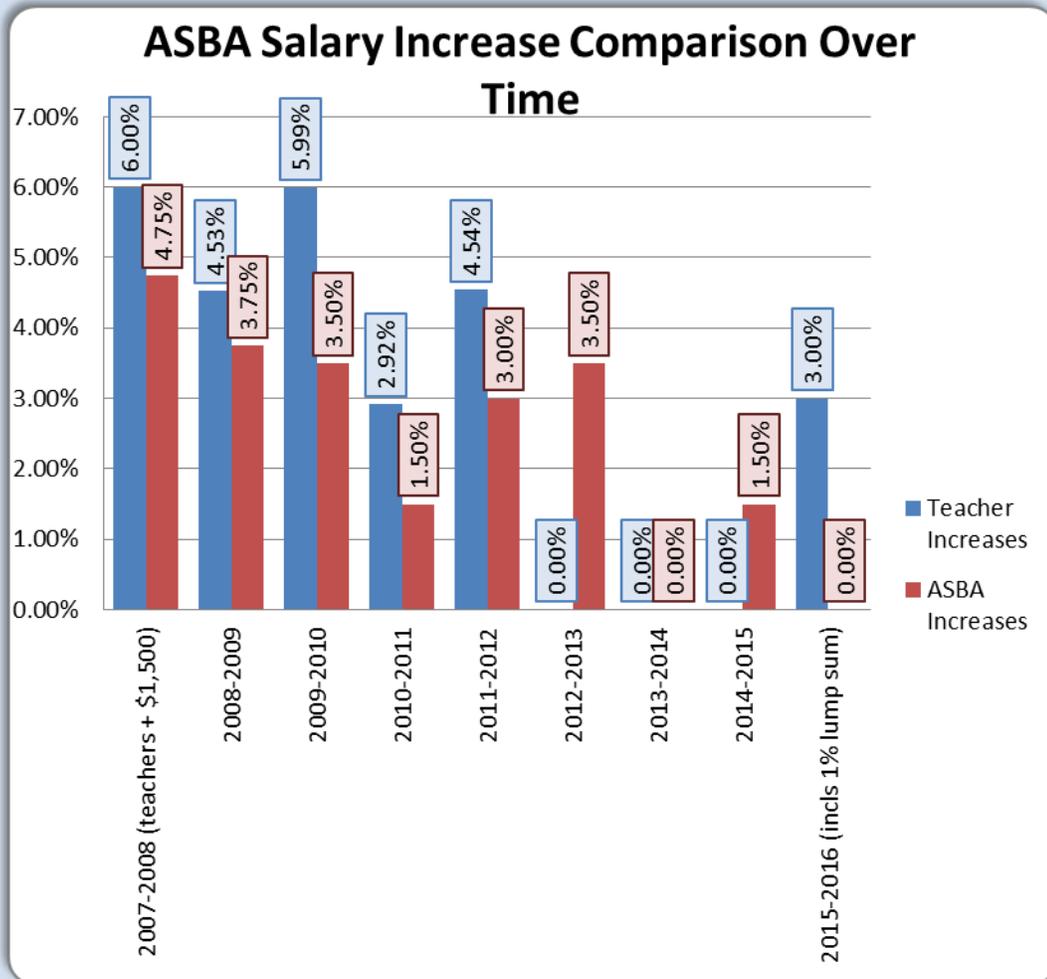
- Executing Association policy/directives for action and reporting outcomes
- The development and implementation of strategic initiatives (based on strategic priorities set by the ASBA Board of Directors)
- Strategic plan reporting (tracking completion of strategic initiatives)
- Research on and analysis of educational issues and challenges (e.g. Canadian Anti-Spam Legislation, 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)
- Developing and executing an Education Act implementation plan to support school board preparation for the coming into force of the Education Act.
- Developing policy advisories for school boards re: sections of the new school act e.g. Natural Person Powers, Audit Committee, etc.
- Transformation of governance initiatives
- Policy process (PDAC)
- Presenting at conferences, workshops, issue forums and seminars
- Exploring new member services
- Legal education for educators and school trustees
- Trustee development
- Exploration of different collective bargaining models.

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Overall, the 2015-2016 budget for Member Services is \$189,203 (6.5%) lower than 2014-2015.

Line # Information - Member Services

1 Salaries and benefits decreased \$167,297 (8.5%) this year over last year's budget. One legal position is currently part-time; another legal position will be vacant until May 15, 2016 and the salaries in two other vacant positions have been reduced. There are no increases for staff salaries in the 2015-2016 budget. A salary grid system is not used at ASBA so there are no increases to salaries for moving up through a grid either. The market rate salary increase for 2015-2016 is 2.9 – 3.2% in the not for profit sector. Staffing and staff compensation are under review.



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Line #	Information - Member Services
	<p><u>Staffing levels - positions included in 2015-2016 budget (13.7 FTE):</u></p> <ul style="list-style-type: none"> ➤ 6 lawyers ➤ 1 Director – Educational Services (contracted services) ➤ 1 Negotiator (contracted services) ➤ 2 Staff Officers (Policy/Governance/Advocacy/Services and Human Resources, Labour-vacant) ➤ 1.7fte legal secretaries ➤ 2 administrative assistant (1 vacant) ➤ ~.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 a decrease in benefit costs of \$24,262 (7%) because ASEBP is projecting a decrease in blended premium rates of 1.5%, due to reduced legal staff, and reduced salaries on staff vacancies. LAPP rates will not increase and are 11.39% up to the YMPE and 15.84% over the YMPE. Maximum annual salary and YMPE have been increased by 3%. For CPP and EI projections, the maximum salary was also increased by 3%. CPP and EI employer rates were not increased.</p>
3	<p>Casual labour costs were reduced by \$2,320. 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 decreasing by \$7,217 (20%) because of a reduced premium on this policy.</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: Education Act regulations, technology governance, collaborative practices in action, regional collaborative service delivery model, transformation of governance) ➤ rural education symposium work ➤ advocacy, committee and task force work.

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Line #	Information - Member Services
	<p>Contracted service expenses are expected to stay the same as 2014-2015 budget. Educational services/Governance/Advocacy/Research work- \$395,637/Labour work - \$169,586.</p> <p>Contracted service costs spanning several years are detailed:</p> <p style="padding-left: 40px;">2011-2012 actual = \$680,417 2012-2013 actual = \$917,303 2013-2014 actual = \$815,161 2014-2015 budget = \$565,597 2015-2016 budget = \$565,223</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 inflation. Travel costs have been reduced by \$15,258 (12%) from last year's budget. The mileage rate in 2015-2016 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 <u>are not</u> reimbursed. To estimate meals and accommodation costs, actuals from prior years were used plus inflation. Based on this, these costs are increasing by \$8,470 (15%) from last year's budget.</p>
8	<p>Conference costs are for staff attendance at work related conferences and for professional development purposes. These may include conferences such as CSBA, legal seminars and Canadian Educational Negotiators conference.</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 2015-2016.</p>
10	<p>No change to catering costs for 2015-2016. Catering costs are incurred for labour, task force and committee meetings that run over lunch or are held in the evening.</p>

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Line #	Information - Member Services
11	Membership costs in 2015-2016 are projected to increase by \$127. The Association pays for memberships to the Law Society of Alberta (\$18,493), the Canadian Bar Association (\$4,844), North American Association of Educational Negotiators (\$312), CAPSLE (\$275) and COSA (\$1,786).
12	Library and subscription costs were reduced by \$6,434 (12%). Subscriptions continue to be reviewed and a number have been cancelled with the addition of various online licenses for legal resources purchased in 2013-2014. Subscription and library expenses include legal publications such as Quicklaw (\$14,557), Province of Alberta (\$1,237), Worldox (\$975- document management system), Carswell including Labour Spectrum Classic (\$22,316), LexisNexis (\$3,365), Specialty Technical Adviser (\$710). Quicklaw, by contract, increases 5% each year.
13	Insurance partnerships are non-recoverable costs 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), ALARIE (wind down) and the ASBA home and auto program. Direct costs remain at \$1,000 in the 2015-2016 budget. Costs are largely made up of salaries included elsewhere in the budget or other expenses 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	Telecommunications – work related cell phone costs for Educational service contractors.
16	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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	2015/2016 Budget	2014/2015 Budget	2013/2014 Actual
Executive, Corporate and Communication Services			
1 Total Salaries	\$ 765,382	\$ 905,945	\$ 855,423
2 Benefits	169,747	222,051	313,428
3 Casual Labour	6,248	6,178	3,410
4 Contracted Services	281,700	306,209	349,612
5 Newsletter	-	50,000	25,319
6 Publications Production	150	1,652	148
7 Travel	34,246	43,607	34,386
8 Meals & Accommodation	21,928	35,770	23,500
9 Conferences	6,725	10,500	4,663
10 Memberships	1,866	7,599	5,466
11 Promotional Materials	250	1,250	-
12 Bank & Interest Charges	7,400	5,680	5,103
13 Miscellaneous	8,250	11,632	12,340
14 Printing	500	500	-
15 Postage	5,966	4,700	5,886
16 Courier & Delivery	2,771	3,598	764
17 Telecommunications	48,916	49,157	46,583
18 Staff Development	3,500	3,500	-
19 Equipment Costs	20,795	21,059	16,227
20 Stationery Supplies	30,335	26,279	29,157
21 Subscriptions	8,441	10,743	10,879
22 Meeting Supplies/Catering	8,750	8,250	9,731
23 Election Materials	-	-	-
24 Staff Planning/Functions	10,825	17,410	14,747
25 Insurance	3,294	3,062	2,976
Total Expenditures	\$ 1,447,984	\$ 1,756,331	\$ 1,769,748

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

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Executive, Corporate and Communication Services continued:

- 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
- 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
- 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

Alberta School Boards Association

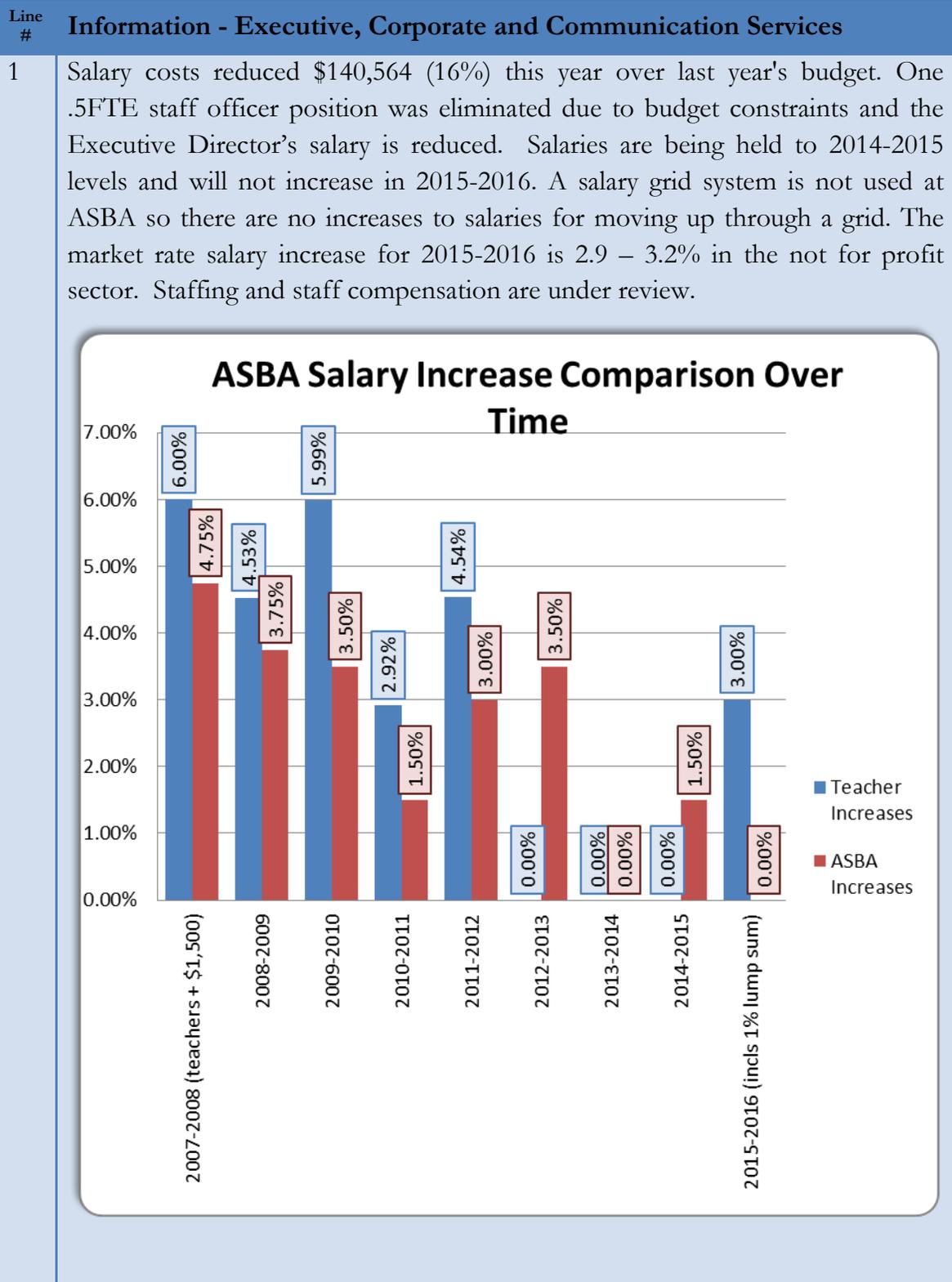
Budget 2015-2016

- 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 2015-2016

The 2015-2016 budget for these services has decreased by \$308,347 (18%).



Alberta School Boards Association Budget 2015-2016

Line # Information - Executive, Corporate and Communication Services

Positions included in the 2015-2016 budget (8 FTE):

- Executive Director
- 2 Directors (Finance and Administrative Services, Communications)
- 1 Receptionist and Administrative Assistant
- 1 Executive Administrative Assistant
- 3 Administrative Assistants

Executive Director

- Executive Director – 2015-2016 Salary = \$169,000

ASBA Compensation Policy – Executive Director

The Board of Directors believes the Association must 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 must be fairly compensated according to the non-profit sector. Fair compensation will be determined in the following manner:

1. 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.
2. There will be a minimum of 10 comparators to be determined by the Board and/or a committee of the Board.
3. 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.
4. 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 of Directors recognizes that salary is determined through negotiations but will use this policy as the direction for the negotiations.

Alberta School Boards Association

Budget 2015-2016

Line #	Information - Executive, Corporate and Communication Services
2	There is a decrease in benefit costs of \$52,304 (24%) because: ASEBP is projecting a decrease in blended premium rates of 1.5%; the elimination of a .5FTE staff officer position; a reduction in salary costs; and the Executive Director is not participating in the registered SiPP or SERP. LAPP rates will not increase and are 11.39% up to the YMPE and 15.84% over the YMPE. Maximum annual salary and YMPE have been increased by 3%. For CPP and EI projections, the maximum salary was also increased by 3%. CPP and EI employer rates were not increased.
3	Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help. There is small change from the 2014-2015 budget.
4	Contracted service costs are \$24,509 (8%) lower than last year's budget. These include services for the staff compensation review (\$20,000), staff planning (\$5,000), staff recruitment (\$20,000), computer services (\$100,000), accounting and audit(ASBA/LAPP) (\$77,000), community engagement, website design and maintenance, research, photographers and communications (\$51,500), misc-legal and strategic advice (\$8,000).
5	The legal newsletter is written specifically for the education community and discusses timely legal news in plain language for educators. The legal newsletter is being discontinued due to budget constraints – a reduction of \$50,000.
6	The budget for publication's production includes external costs for report or brochure production. The budget for this is reduced by \$1,500 (91%). Due to budget constraints, these will be done in house.
7	Travel costs have been reduced by \$9,361 (21%). Travel costs are incurred to travel to zone meetings, member board meetings, general meetings, conferences, events (e.g. We Day), strategic planning, committee and task force meetings outside of the ASBA office and CSBA. There will be no travel to NSBA events in 2015-2016. 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 2015-2016 budget expectations.
8	Meal and accommodation costs have been reduced by \$13,842 (39%). Meals and accommodation costs are incurred when travelling to zone meetings, member board meetings, general meetings, conferences, events, strategic planning, committee and task force meetings, outside of the ASBA office and CSBA. Meal and accommodation costs will not be incurred for NSBA events

Alberta School Boards Association

Budget 2015-2016

Line #	Information - Executive, Corporate and Communication Services
	in 2015-2016. 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 <u>are not</u> reimbursed.
9	Conference costs have been reduced by \$3,775 (36%) as the Executive Director will not be attending NSBA events. Other conference costs are for staff attendance at work related conferences and for professional development purposes. For example CSBA, 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 have been reviewed, a number have been cancelled and costs have been reduced by \$5,732 (75%). Memberships that will be renewed include Canadian Education Association (\$395), AAMD&C (\$203), CMA (\$1,007).
11	The cost for promotional items has been reduced by \$1,000 (80%). There is a small allocation for the purchase of ASBA pins.
12	Bank and interest charges include bank and payroll fees. These costs are projected to increase by \$1,720 (30%) as the Association moves to online banking.
13	Miscellaneous expense is a combined cost from four departments (Communications, Finance, Executive Office and Corporate Services). These costs have been reduced by \$3,382 (29%). Examples of costs included in miscellaneous expenses are: sponsorships (e.g. CASS-RAP Scholarship Celebration-\$500, Excellence in Teaching Awards Program - \$1000, Ever Active Schools - \$2,500, Safe and Caring Schools - \$1,000,), dish soap, carpet cleaning, replacement of glasses and dishes, small donations, thank you gift cards, small 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 2014-2015 budget.
15	Postage includes regular postage, mail outs, annual cost of scale and postage machine. Postage has been increased by \$1,266 (27%) based on 2013-2014 actuals.
16	These are the costs for courier services within Edmonton and Alberta. These costs have been reduced by 23% or \$827.
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 will continue to be on a sharing

Alberta School Boards Association

Budget 2015-2016

Line #	Information - Executive, Corporate and Communication Services
	plan for 2015-2015. Costs were reduced slightly by \$241.
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 2015-2016.
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 2014-2015 and have been decreased slightly by \$263.
20	The budget for stationery supplies covers costs like paper, pens, pencils, paperclips, binders, file folders, etc. These costs are increasing by \$4,056 (15%) based on 2013-2014 actuals
21	Subscription costs include Washington State School Directors' Association (communication materials), Dolphin Media, The Armet Report, Word of Mouth communications, First Reference, Edmonton Journal. Subscriptions were reviewed, some cancelled, reducing costs by \$2,303 (21%).
22	Meeting Supplies and catering costs are increasing by \$500 (6%) based on 2013-2014 actuals. These are meeting type costs for communications, finance, executive office and corporate services.
23	There are no election costs for 2015-2016 as these costs are incurred during election years only.
24	Staff planning and function costs were reduced by \$6,585 (38%). These are expenses for the staff planning session following strategic planning, start of year planning session (September), Christmas get together/celebration (December), March staff appreciation, June reflection day, various senior staff meetings throughout the year and other staff related office costs.
25	Insurance costs increased slightly by \$232 (8%) due to higher property and general liability costs. The insurance for property and general liability insurance coverage is purchased through ASBIE.

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

Alberta School Boards Association

Budget 2015-2016

	2015/2016 Budget	2014/2015 Budget	2013/2014 Actual
Governance			
1 CPP Costs	\$ 7,144	\$ 8,000	\$ 6,145
2 Per Diem	86,770	89,655	74,394
3 Honoraria - Vice President	10,350	10,350	10,350
4 Contracted Services	35,900	18,000	28,376
5 Insurance	6,662	6,625	6,777
6 Travel	58,000	73,398	57,781
7 Meals & Accommodation	35,000	37,951	40,272
8 Conferences (Registration costs)	9,200	20,000	12,165
9 In House Board Development	10,000	-	-
10 Equipment Rental	-	2,500	-
11 CSBA Membership	30,023	56,548	55,613
12 Catering	17,891	17,000	15,501
13 Meeting Rooms	-	1,250	-
14 Telecommunications	-	-	58
15 Office Supplies	-	-	42
16 Miscellaneous	750	1,000	711
Total Expenditures	\$ 307,689	\$ 342,277	\$ 308,185
President			
2 Per Diem	\$ 26,500	\$ 25,132	\$ 31,540
3 Honoraria	20,700	20,700	20,700
6 Travel	25,000	20,624	28,072
7 Meals & Accommodation	16,500	17,827	18,868
14 Telecommunications	-	20	-
16 Miscellaneous	300	300	608
8 Conferences	2,195	6,000	4,493
Total Expenditures	\$ 91,195	\$ 90,603	\$ 104,281
Total Expenditures - Governance	\$ 398,884	\$ 432,880	\$ 412,466

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 2015-2016

Governance activities include:

- Strategic planning – leadership in the development and promotion of strategic priorities
- Policy process (PDAC)
- Advocacy – ASBA continually advocates on policy positions passed during general meetings. Other advocacy efforts include, but are not limited to, developing appropriate advocacy responses to education regulations, First Nations, Métis and Inuit student success and well-being, infrastructure, school boards as locally autonomous governments, 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, the importance of zones, 2nd language learning, budget, policy (PDAC), school board funding task force, infrastructure task force, school boards as local autonomous governments task force, executive director compensation and evaluation, fiscal accountability, ASEBP, school board to school board relationships, 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), Field Experience Policy Advisory committee, Council on Alberta Teaching Standards, school bus safety, children and poverty and Society for Safe and Caring Schools and Communities, 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 2015-2016

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 \$33,996 (8%) lower than in the 2014-2015 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. This has been reduced by \$856 (11%) with the reduction in per diems.
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 meets 7 times per year in person, has 3 video conferences and 2 other teleconferences. The Board of Directors will complete the Executive Director and Board evaluations in August. 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. NSBA activities have been removed from the 2015-2016 budget. 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. Total per diems are \$1,517 lower than last year's budget. The last increase to the per diem rate was in September 2012.
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 are increasing by \$17,900. Contracted service costs are incurred for strategic planning (\$5,000), Executive Director and Board evaluation (\$7,500) and task force and committee support (\$23,400).

Alberta School Boards Association

Budget 2015-2016

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. Insurance costs remain stable. The slight increase (\$36) is from the group accident insurance policy.
6	Travel costs were reduced by \$11,000 (12%). 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 meet in person 7 times next year and otherwise will meet via video conference or teleconference. The strategic planning session in January 2016 will be held at the ASBA office reducing travel costs for directors living in or near Edmonton. All travel activities related to NSBA have been removed from the budget. Activities that generate travel costs will be reviewed on a continual basis in an effort to meet 2015-2016 budget expectations.
7	Meals and accommodation costs were reduced by \$4,300 (8%). 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 (currently under review). Alcoholic beverages are not reimbursed. The strategic planning session in January 2016 will be held at the ASBA office reducing accommodation costs for directors living in or near Edmonton. Accommodation costs related to NSBA have been removed from the budget.
8	Conference costs are dollars set aside for half the board of director members (they alternate years) to attend either CSBA or another conference related to their work. Included in this line item is the conference fee. Per diems and travel costs associated with conference attendance are contained under per diems and travel. The total amount set aside to attend a conference including the conference fee, per diems and travel has been capped at \$2,000 per person. The budget for conferences was reduced by \$14,605 (56%) however \$10,000 of this was moved to in house board development. Costs related to NSBA have been removed from the budget. The president and vice president will both attend CSBA. The president also attends various other conferences like the AUMA Summit and the Rural Education Symposium.

Alberta School Boards Association Budget 2015-2016

Line #	Information - Governance and President
9	In an effort to have all of the Board of Directors members benefit from dollars spent on professional development and to reduce travel type costs, \$10,000 has been set aside for in house board development which will be included at in person board meetings.
10	Equipment rental costs are for board meeting equipment requirements outside of the ASBA office. This item was removed from the budget as all meetings of the board will be held at the ASBA office.
11	<p>CSBA membership fee = \$30,023</p> <p>The Canadian School Boards Association strongly supports the public school system and the value of local school boards/districts across Canada. CSBA is committed to providing tools, leadership, professional development and communication opportunities to trustees across Canada as well as advocating for them on shared, national issues. In the upcoming year they will advocate for three strategic priorities: Aboriginal Education, Twenty First Century Learning Skills and Student Health and Wellness.</p> <p>The mission of CSBA is:</p> <ul style="list-style-type: none"> ➤ To support the members school board associations ➤ To advocate the collective interests of the provincial/territorial public school boards ➤ To promote the value of democratically elected school boards.
12	Catering costs increased by \$891 (5%) due to the addition of 1 in person board meeting. Catering dollars are allocated for meals during Board of Director's meetings, strategic planning (in house) and ASBA task force and committee meetings (only if they run through lunch and/or supper).
13	Meeting room costs include charges for renting meeting space at hotels. Meetings will be held at the ASBA office so no additional funds are required.
14	There is no allocation for long distance/telephone fees as these costs are included in mobile phone packages.
15	No allocation in the 2014-2015 budget.
16	Miscellaneous is a small allocation of dollars for thank you gifts, thank you cards, flowers, donations.

Alberta School Boards Association

Budget 2015-2016

		2015/2016	2014/2015	2013/2014
		Budget	Budget	Actual
Rental/Office Costs				
1	Office Rent	\$ 686,118	\$ 662,641	\$ 599,808
2	Rental Recovery	(116,965)	(112,110)	(65,074)
Total Expenditures		\$ 569,152	\$ 550,531	\$ 534,734

Line #	Information – Rental/Office Costs
1	<p>The building budget is \$23,477 higher than 2014-2015. The projected rate for operating and property taxes in 2015-2016 is \$17.44 per square foot (increased 5% 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 2015 to April 2020 - \$22 per square foot › Estimated operating costs/property taxes per square foot - \$17.44 per square foot (up 5.0%) › 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>

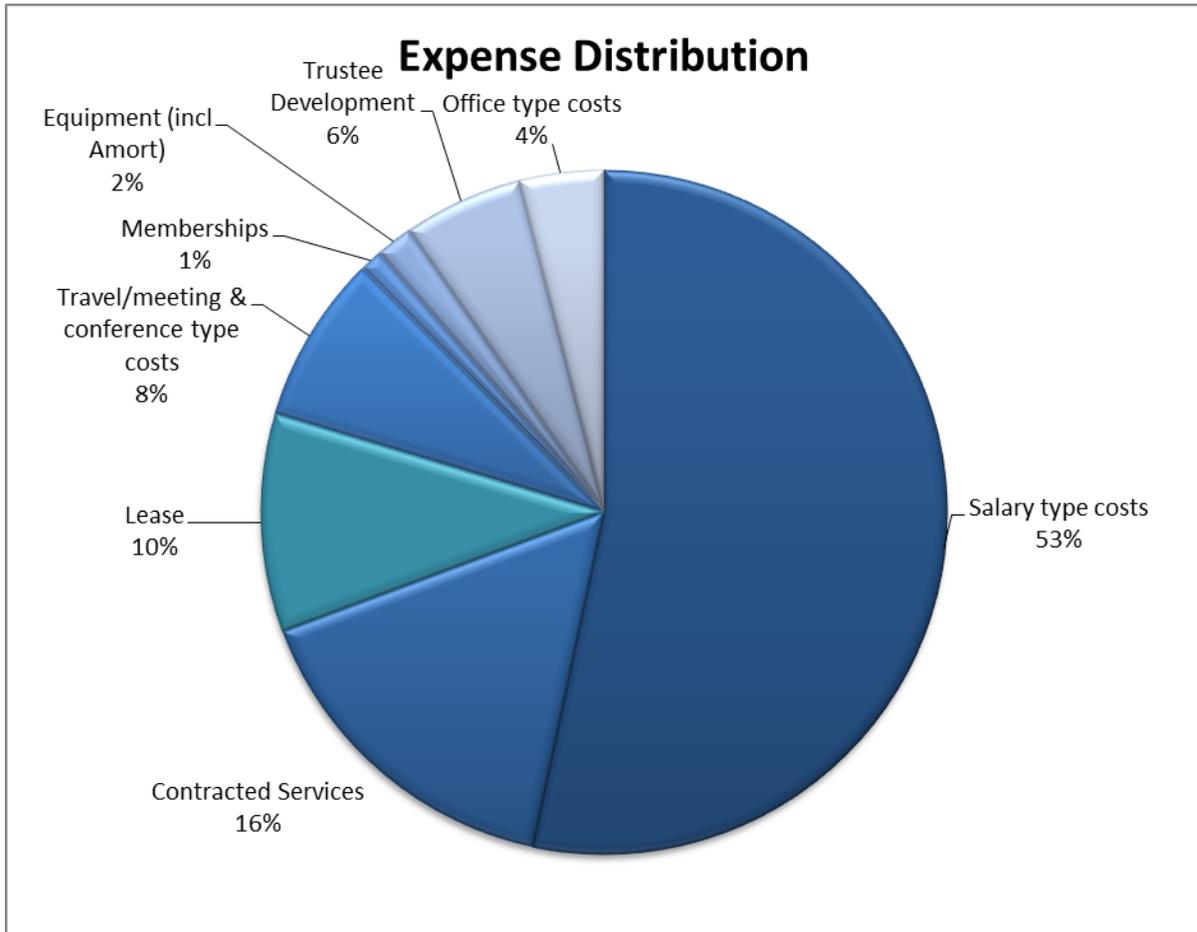
Alberta School Boards Association

Budget 2015-2016

	2015/2016 Budget	2014/2015 Budget	2013/2014 Actual	
General Meeting and Function Costs				
1	Fall General Meeting	\$ 180,479	\$ 195,585	\$ 201,892
1	Spring General Meeting	100,188	116,020	108,602
1	Trustee Development	31,900	31,900	221,341
Total Expenditures		\$ 312,566	\$ 343,505	\$ 531,835

Line #	Information – General Meeting and Function Costs
1	<p>Expenses are reduced in the 2015-2016 budget (\$30,939) because variable costs have been reduced where possible to accommodate for attendance at the business session only. The cost to register for the Fall/Spring conferences will go up \$25/per person. Functions included in the budget are FGM, SGM and two 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 2015-2016



Alberta School Boards Association

Membership Fees

September 1, 2015 to August 31, 2016

Zone	Jurisdiction	Total Students*	Membership Fees
23	Aspen View Regional Division #19	2,961	\$25,936
4	Battle River Regional Division #31	6,269	\$43,098
23	Black Gold Regional Division #18	9,605	\$58,682
23	Buffalo Trail PS Regional Division #28	4,266	\$33,732
5	Calgary RCSSD #1	50,968	\$151,151
5	Calgary Board of Education	110,163	\$234,148
5	Canadian Rockies R.D. #12	2,180	\$21,008
4	Chinook's Edge School Division #73	10,768	\$64,122
5	Christ the Redeemer Catholic S.R.D. #3	9,877	\$59,958
4	Clearview School Division #71	2,447	\$22,690
23	East Central Alberta CSSRD #16	2,341	\$22,024
23	East Central Francophone Ed. Region #3	696	\$11,607
23	Edmonton Catholic Separate School District #7	37,298	\$123,081
23	Edmonton School District #7	86,958	\$201,612
23	Elk Island Catholic Separate RD #41	5,908	\$41,408
23	Elk Island Public Schools R.D. #14	16,594	\$79,538
23	Evergreen CSRD #2	3,708	\$30,647
5	Foothills School Division #38	7,739	\$49,961
23	Fort McMurray RCSSD #32	5,481	\$39,410
23	Fort McMurray Public School District #2833	5,492	\$39,466
1	Fort Vermilion School Division #52	3,294	\$28,039
5	Golden Hills School Division #75	6,458	\$43,981
1	Grande Prairie RCSSD #28	4,326	\$34,012
1	Grande Prairie Public School District #2357	7,834	\$50,410
23	Grande Yellowhead Public School Division #77	4,864	\$36,529
6	Grasslands Regional Division #6	3,635	\$30,192
23	Greater N. Central Francophone Ed. Region #2	2,881	\$25,431
23	Greater St. Albert RCSSD #734	5,996	\$41,822
1	High Prairie School Division #48	3,098	\$26,799
1	Holy Family Catholic Regional Division #37	2,166	\$20,917
6	Holy Spirit RCSRSD #4	4,697	\$35,751
6	Horizon School Division #67	3,588	\$29,890
23	Lakeland RCSSD #150	2,089	\$20,433
6	Lethbridge School District #51	9,288	\$57,203
23	Living Waters CRD #42	1,856	\$18,961
6	Livingstone Range School Division #68	3,589	\$29,897

Alberta School Boards Association

Membership Fees

September 1, 2015 to August 31, 2016

Zone	Jurisdiction	Total Students*	Membership Fees
23	Lloydminster Public S.D. #99	2,675	\$24,135
23	Lloydminster RCSSD #89	1,999	\$19,865
6	Medicine Hat CSRD #20	2,548	\$23,328
6	Medicine Hat School District #76	7,050	\$46,743
23	Northern Gateway Regional Division #10	4,984	\$37,090
23	Northern Lights School Division #69	6,037	\$42,011
1	Northland School Division #61	2,703	\$24,310
1	Northwest Francophone Ed. Region #1	473	\$10,043
6	Palliser Regional Division #26	7,073	\$46,849
23	Parkland School Division #70	10,102	\$61,010
1	Peace River School Division #10	3,078	\$26,672
1	Peace Wapiti School Division #76	5,624	\$40,083
23	Pembina Hills Regional Division #7	6,813	\$45,636
5	Prairie Land Regional Division #25	1,429	\$16,269
6	Prairie Rose School Division #8	3,435	\$28,930
4	Red Deer Catholic Regional Division #39	8,452	\$53,298
4	Red Deer Public Schools	10,337	\$62,103
5	Rocky View School Division #41	19,392	\$85,420
5	Southern Francophone Education Region # 4	2,750	\$24,604
23	St. Albert Public School District #5565	7,202	\$47,451
23	St. Paul Education Regional Division #1	4,121	\$33,059
23	St. Thomas Aquinas RCSR #38	3,389	\$28,635
23	Sturgeon School Division #24	4,848	\$36,452
6	Westwind School Division #74	4,363	\$34,188
4	Wetaskiwin Regional Division #11	3,923	\$32,007
4	Wild Rose School Division #66	5,106	\$37,658
4	Wolf Creek School Division #72	7,241	\$47,634
23	Yellowknife Education District #1	1,809	\$18,666
23	Yellowknife Catholic Schools	1,344	\$15,736
	Totals	601,678	\$2,933,436

*Note: Student totals were compiled from a report on Student Population for the 2014-2015 school year provided by Alberta Education. Student registration information is as of September 2014 (as reported at March 23, 2015). These will be updated in 2015-2016 with the most current available information as per bylaw #13.

Alberta School Boards Association

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, Education Act regulations, community engagement, transportation, First Nations, Métis and Inuit partnership, second language learning, early learning, Safe and Caring Schools, student health and wellness, education trends, municipal government partnerships, infrastructure, school boards as locally autonomous governments, communicating the need for predictable, sustained and long term operational and capital funding)

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/about-asba/governance/legislation/> and policy positions are 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.

Alberta School Boards Association

Frequently Asked Questions

- ◆ trustee development for the year
- ◆ 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 was the outcome of the membership fee formula review?

Answer: The task force recommended no amendment to the current membership fee formula or cap. The task force concluded the current formula, to the best degree possible, has elements of fairness that balance vast differences in student enrollments and is consistent for the majority of boards when looking at membership fees as a percentage of school board revenues and, in general, models the same pattern for per student funding received from the province.

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 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.

2014-2015 fee for service rates:

Communications \$200/hr
Education Services \$215/hr
Labour Services \$200/hr
Legal Services \$255/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

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

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 \$16.61 per square foot.

What about the financial health of the Association?

On December 12th, **Douglas Kroetsch**, a partner with Collins Barrow Edmonton LLP, presented the ASBA's 2013-2014 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 \$33,611. This is made up of an operating surplus of \$38,883 (operating revenues totaled \$5.383 million and operating expenditures totaled \$5.344 million); a deficit from self-supporting functions of \$25,914 and a surplus from other revenue and expenses of \$20,642. The association's assets, liabilities and fund balances totaled \$5 million. The ASBA audited financial statements are available at www.asba.ab.ca.

SGM 2015 – June 1-2

Sheraton Red Deer

Student Voices: SGM 2015

Be inspired by *Free the Children's* **Craig Kielburger** and author **Adam Fletcher's** commitment to the power and potential of engaging students. Hear students from 9 school boards share their journeys to leadership.

Meet the new deputy minister of education **Lorna Rosen**; get the political lay of the land from **Paul McLoughlin**; find out the latest about the incoming regulations and learn to work with the media from former trustee and CBC executive producer Neill Fitzpatrick!

Vote on the ASBA budget.

Alberta School Boards Association

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 and 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.

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/resources/policy-advice/>

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/programs/insurance/>

Alberta School Boards Association

Frequently Asked Questions

Question: Does ASBA have a reserve policy?

Answer: Yes the board of directors passed a reserve policy in 2014 which is as follows:

Operating Fund – the Association will keep a reasonable and adequate operating reserve to fund the monthly business operations of the Association. The operating reserve will be made up of 3 months operating expenditures.

Sustainability Fund – any balances over the 3 months operating expenditures will be moved to a sustainability fund to help cover some of the potential wind up costs of the ASBA, to use for special initiatives and for research and development of new business opportunities that will help and support school board work. The sustainability fund can be funded up to a maximum of \$500 thousand.

Any funds over the maximum approved funding of the operating and sustainability fund will be transferred to the building fund to subsidize costs to members in the annual budget.

Building Fund – can be used at the Board of Director’s discretion, to subsidize the cost of annual rental payments, to a maximum of \$100 thousand per year until the fund is depleted to \$300 thousand which it will then be maintained to provide part of a down payment in the event the Board of Directors decides to purchase or build at the expiry of the current lease.

Capital Asset Reserve – the reserve will be used to replace existing capital assets like computer equipment, photocopiers, phone systems, furniture and fixtures and leasehold improvements. Each year an amount will be transferred to the capital asset reserve equal to the annual amortization of existing capital assets which will ensure the dollars are available to replace those assets at the end of their useful life.

How are member school boards using ASBA services?

Direct Services to Boards:

- Communication services:
19 boards
- Educational services:
49 boards
- Labour services:
45 boards
- Legal services:
55 boards

Insurance and Pension Programs:

- SiPP:
49 boards participating
- ASEBP:
58 boards covered
- ASBIE:
48 boards covered

Trustee Development and Networking:

- New trustee info sessions:
53 boards
- New trustee conference:
45 boards
- Community engagement:
34 boards
- Spring General Meeting:
61 boards
- Fall General Meeting:
62 boards
- Legal conference:
28 boards

Alberta School Boards Association

Frequently Asked Questions

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 \$73,299 in interest.

Reserves at August 31, 2014 totaled \$3,616,639.

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

- ◆ the building reserve fund (\$808,706). 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. \$105,466 is being used to balance the 2014-2015 budget. The current board does not wish to deplete this fund but would like to leave a fund for future boards so when the current lease expires build/buy options remain available at that time.
- ◆ the capital asset replacement reserve fund (\$690,783). This reserve is replenished each year by the amortization expense (the annual expense from depreciating assets) in an effort to always have the available funds to replace those assets when they are fully amortized (used up). The fund is used to purchase capital assets like phone systems, computer equipment, computer software, network equipment, projectors, video conferencing equipment, printers, photocopiers, furniture or leasehold improvements.

and, the capital fund (\$117,149) and operating and sustainability fund (\$2,000,000). The operating fund is 3 months of operating expenses. The capital fund is the net book value of our capital assets.

Ready for the new Education Act and regulations?

The new Education Act is scheduled for proclamation September 1, 2015. Alberta school boards have less than a year to align their local policies, administrative procedures and governance practices with the new legislation. ASBA is developing resources to help school boards make this shift into Alberta's new legislative framework.

Resources for school boards

School boards will receive services focused on the school board's responsibilities; community engagement and policy development.

Resources to guide school boards as they develop their local policies

To assist school boards as they develop local policies, the ASBA is developing these policy advisories:

Board procedures

Board responsibility – Trustee code of conduct

Board responsibility – Welcoming, caring, respectful and safe learning environment (this includes the student code of conduct)

School closures

School fees

Student transportation

Petitions and public notices

School-level dispute resolution

Establishment and structure of wards

A Toolkit for explaining the legislative changes

School boards may use these resources to explain the coming legislative changes and the effect they will have on public education and schools to parents, staff and communities.

- School council
- School fees
- Student transportation
- Student records
- Entrance age for ECS
- Access to education

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)