



Budget 2016-2017
Approved: June 6, 2016

Alberta School Boards Association Budget 2016-2017

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 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:

- provision of core services to boards (legal, labour, educational, governance and communication services)
- strategic plan priorities identified for action in 2016-2017
- advocacy plan initiatives
- trustee development
- fixed obligations (e.g. 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 2016-2017 budget.

1. Per Diem

The current per diem rate is \$166 per day or \$83 per half day. The last increase in the per diem rate was in September 2012 and ASBA's rate has not kept pace with similar associations. Administration provided information for discussion on increasing the per diem rate, including a half day per diem for preparation time for Board of Director meetings, and establishing differential rates for video and teleconferences less than 2 hours. The membership increased per diem rates by 1% to \$168 per day.

2. Honoraria

The current honorarium for the President is \$20,700 annually and the Vice-President is \$10,350 annually. These rates are competitive based on rates paid by similar associations across Canada. The membership increased honorarium rates by 1%.

3. Board of Directors Meetings and Development

The Board of Directors currently meets 7 times per year in person and 3 times by video conference (VC). Tentatively these meetings are as follows: September, October (VC), November (VC), December, January (strategic planning), February, March, May, June (VC) and August (Board/CEO evaluations and leadership). Teleconferences are arranged on an as needed basis – 2 are included in the draft budget. Administration provided information on costs to move to monthly in person meetings (11 meetings in total).

The Board of Directors desires team building, professional and leadership development opportunities.

4. Automobile Allowance Rate

The current automobile allowance rate for travel is \$0.53 per kilometre. The reasonable per kilometre allowance for 2016 as per Canada Revenue Agency is \$0.54 per kilometre (up to 5,000 kilometres) and .48 per kilometer driven after that. No change to the current automobile allowance rate of .53 per kilometre is proposed.

5. Canadian School Boards Association (CSBA)

The CSBA membership will be renewed. The date of renewal for this membership is April 1, 2016 to March 31, 2017.

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6. Expenses

Past experience and the annual all in consumer price index for Alberta at December 2015 will be used to project expenses. The Association always explores opportunities for greater efficiencies.

Costs associated with our contractual lease obligations will be maintained as per our current lease expiring April 14, 2020. Administration continues to examine options.

There will be no direct recovery of travel type expenses from school districts using fee for service.

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.

Staffing levels for 2016-2017 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 being reviewed. The Executive Director will use performance evaluations and market survey data to establish fair compensation as per Association bylaw.

7. Fees

Reasonable membership fees, fee for service rates and registration fees will be determined based on: the cost of providing services and conferences; and the resources needed to carry out 2016-2017 activities identified for action in the strategic and advocacy plans. Options for fee changes will be a part of the March budget discussions.

8. Balanced Budget

As always, the budget will be balanced. The budget may be balanced with a transfer from reserves, guided by provisions in Governance Policy 7.

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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 January 2016 asking them to evaluate existing priorities and key results, identify any additional priorities plus provide any additional comments for year 2 of the 2015-2018 strategic plan.

For year 2 of the 2015-2018 strategic planning work, the Association received 33 surveys back from school boards. The ASBA Board of Directors considered this input at their strategic planning session in February 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 and key results. 94-97% of respondents felt the current strategic priorities were consistent with the aspirational focus for the Association and should remain in the plan. 91-97% of respondents felt the current key results reflected a reasonable milestone in support of the strategic priorities and should remain in the plan.

The Board of Directors will continue work on the three advocacy priorities identified last year: adequate, stable and predictable funding; infrastructure; and school boards as locally autonomous governments.

Work will also continue on other important advocacy initiatives already underway, including First Nation, Métis and Inuit student success; and student health and wellness.

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”.

Key results are statements of specific outcomes ASBA wishes to achieve relative to the strategic priorities.

Strategies are the broadly stated means of deploying resources to achieve the organization’s key results.

A summary of year 2 of the 2015-2018 Strategic Plan is below for your reference:

Strategic Priority A: ASBA provides leadership and support to school boards in promoting excellence in public education.			
Key Result	A1 Relevant education stakeholders, community partners and government will recognize the ASBA as a provincial leader and key partner.	Strategies	A1.1 Foster current strategic partnerships and committee work to ensure value for engagement. A1.2 Proactively seek new/renewed strategic partnerships.
	A2 ASBA will be the leading voice in key public education issues.		A2.1 Engage in generative dialogue with school boards and zones that builds capacity and understanding around the diversity of school boards. A2.2 Proactively determine ASBA positions on crucial issues with input from school boards. A2.3 Support desired shifts in culture and rebranding to ensure ASBA is the leading provincial voice in public education.
	A3 Changes impacting the education system will be informed by school boards’ interests to ensure student success.		A3.1 Develop awareness of potential impacts of proposed changes to the education system including amendments to legislation, regulation, and policy. A3.2 Engage school boards in opportunities to provide input on proposed changes to the education system.

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Strategic Priority B: ASBA provides leadership through its support of school boards in continuously improving and enhancing learning opportunities for students.			
Key Results	B1 ASBA will support boards in providing optimal student learning and well-being through strengthened collaborative partnerships.	Strategies	B1.1 Mandates of ASBA internal task forces and committees will reflect practical, achievable actions and will demonstrate a commitment to strengthened collaborative partnerships.
	B2 Leadership and support are provided to school boards in the sharing and implementation of optimal practices and initiatives which address the diversity of learners and learning environments.		B1.2 Resources available through collaborative partnerships will be identified and shared with school boards.
			B2.1 Facilitate the sharing of promising practices and initiatives which address the diversity of learners, learning environments and communities.
			B2.2 Facilitate opportunities for trustees to share information between school boards and learn from one another.
Strategic Priority C: ASBA provides leadership and support to school boards in their implementation of effective governance practices.			
Key Results	C1 Leadership, support and resources are provided to school boards and trustees to enhance school board governance.	Strategies	C1.1 Provide a variety of professional development opportunities to school boards to assist them in implementing effective governance practices and meeting expectations of legislation, regulation, education policy, and system change.
	C2 Leadership, support and resources are provided to school boards to enhance advocacy and community engagement.		C1.2 Develop and provide access to relevant online resources.
			C1.3 Provide governance support that is current, relevant and progressive.
			C2.1 Implement a comprehensive advocacy plan that informs and guides provincial and local advocacy efforts.
			C2.2 Raise the profile of existing community engagement resources.
			C2.3 Support continued efforts in building collaborative relationships at provincial and community levels.

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The 2016-2017 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 Board of Directors supported a budget option with no change (0%) to membership fee revenue over 2015-2016. The fee to purchase ASBA legal services is going up by 2.71% to \$275.00 per hour. The rates for educational, labour and communication services are unchanged: \$210 per hour for labour and communication services; \$225.75 per hour for education services. Also, to help cover increasing event costs, registration fees for the Fall and Spring conferences will go up \$25 per person. In addition, the Association received a two year grant for a technology and governance project and \$70,000 of these dollars are allocated to 2016-2017 to complete grant deliverables. No other grant projects are anticipated for 2016-2017. The Association is also expecting it will not receive additional funds for trustee development as has been provided in previous years.

Expenses have been thoroughly reviewed and adjusted where necessary. Membership in CSBA will be renewed for the next year. Recognizing the continued importance of director development, the board has set aside dollars for individual and board development. The mileage rate will also stay at \$.53 per kilometre. As well, the Board of Directors will complete their work using the same meeting schedule as 2015-2016. There is a 1% increase in staff salaries, per diems and honorariums in 2016-2017. A market review of staff salaries is currently underway. Dollars have been set aside for additional administrative positions identified by the Executive Director as necessary to complete the work of the Association. Contracted service costs are lower because dollars have been transferred back to salaries to hire two vacant staff officer positions. These are not new positions, but in the past few years, have been filled using contracted services. From a review of service demands and available staff resources, it was determined these positions require full-time staff who can also provide much needed contributions in a number of different service areas. Other changes to costs are explained in the budget document.

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The Association will continue to provide legal, labour, educational and communication services. At this time, it is not known what labour services will be required, so most of these revenues and associated costs have been removed from the budget. The labour database will be updated to provide up to date labour reports for use by member school boards. Trustee development continues to be a priority and dollars are included in the 2016-2017 budget for development and networking opportunities. Also, staff will continue work on the various insurance and pension programs. Dollars are allocated for task forces and committees identified as a priority. The various task forces and working groups have submitted work plans and budgets to the Board of Directors ensuring 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 for completion in year 2 of the 2015-2018 strategic plan, scheduled to begin in 2016-2017.

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, learning environments and communities

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 and wellbeing, 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 year 2 of the 2015-2018 strategic plan. ASBA will work with school boards to develop shared advocacy positions on key issues creating a stronger provincial voice. Enhancing 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.

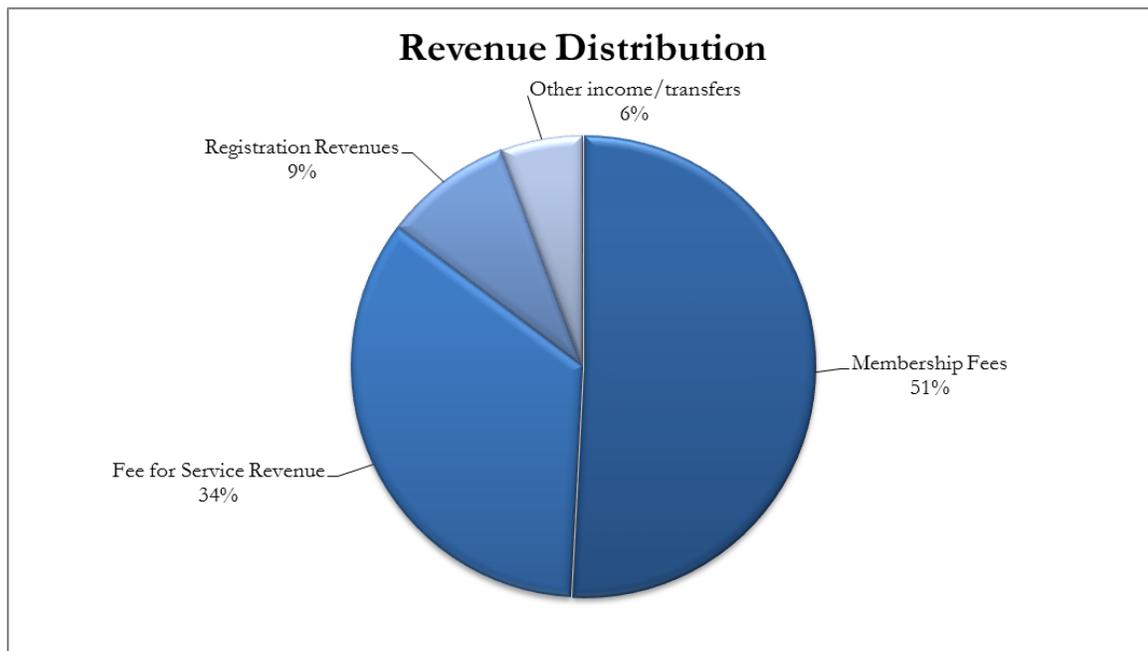
The 2016-2017 budget is \$5.8 million, \$254 thousand (4.6%) higher than the 2015-2016 budget. This is a deficit budget with a \$203 thousand transfer from the building reserve.

Alberta School Boards Association Budget - 2016/2017

Page #		2016/2017 Budget	2015/2016 Budget	2014/2015 Actual
Revenue				
	Membership Fees	\$ 2,933,436	\$ 2,933,436	\$ 2,993,301
	Service Revenue (FFS, ASEBP)	1,987,840	2,082,239	1,823,727
	Other Revenue (Grant, Interest, Misc)	126,961	61,058	422,534
	Trustee Development - Reg/Grants	521,000	441,300	661,137
	Transfer from Building Reserve	202,627	0	-
27-28	Total Operating Revenue	\$ 5,771,864	\$ 5,518,033	\$ 5,900,699
Expenditures				
29-34	Member Services	\$ 2,739,676	\$ 2,714,447	\$ 2,506,273
35-41	Executive, Corporate & Communication Services	1,597,342	1,447,984	1,592,647
42-46	Governance	423,590	398,884	438,659
47	Rental/Office Costs	604,717	569,152	560,815
48	Trustee Development Costs	331,540	312,566	386,311
	Depreciation	75,000	75,000	50,401
49	Total Operating Expenditures	\$ 5,771,864	\$ 5,518,033	\$ 5,535,106
	Total Budget Surplus (Deficit)	\$ -	\$ -	\$ 365,593

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	2016/2017 Budget	2015/2016 Budget	2014/2015 Actual
Revenue			
1 Membership Fees	\$ 2,933,436	\$ 2,933,436	\$ 2,993,300
2 Fee for Service Revenue	1,949,745	2,044,144	1,785,632
3 Interest Income	53,961	55,058	50,965
4 ASEBP	38,095	38,095	38,095
5 Trustee Development - Registrations	521,000	441,300	576,137
6 Trustee Development Grant	-	-	85,000
7 General Grant Revenue	70,000	-	364,360
8 Miscellaneous Revenue	3,000	6,000	7,210
9 Transfer from Reserves	202,627	0	-
Total Revenue	\$ 5,771,864	\$ 5,518,033	\$ 5,900,699



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Line #	Information on Revenues
1	Membership fee revenue is being held to 2015-2016 levels. The last membership fee increase was 3 years ago in 2012-2013. (Note: There may be differences in individual school board membership fees due to student enrollment changes in 2016-2017).
2	The fee for service rate charged for legal services increasing to \$275.00 per hour (a 2.71% increase). All other rates will remain the same: labour and communication services \$210 per hour and educational services \$225.75 per hour. Fee for service hours are projected at 7,471, down from 8,191, because of a projected reduction in labour services. Total decrease in fee for service revenue = \$94,399.
3	Interest income is calculated at 2016 expected rates of return. Decrease = \$1,097.
4	ASEBP – no changes from 2015-2016 budget.
5	There is a proposed increase in registration fees for the fall conference (up \$25 to \$700 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. The budget includes two additional issue forums or workshops in the fall and spring. There is an increase in registration revenue of \$79,700 due to modified projections for attendance at the business meeting only.
6	No trustee development grant in 2016-2017.
7	This is the 2 nd year allocation for a 2 year grant for work on technology and governance. No other grants are expected.
8	Miscellaneous revenue includes amounts for job advertising on the website, sale of dvd's (parliamentary procedures) and other miscellaneous revenue.
9	The ASBA Board of Directors has approved a deficit budget with a \$202,627 transfer from reserves.
10	The rate of interest charged on overdue accounts will be 2% per month.

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		2016/2017 Budget	2015/2016 Budget	2014/2015 Actual
Member Services				
1	Total Salaries	\$ 1,694,414	\$ 1,493,180	\$ 1,371,966
2	Benefits	357,326	308,098	272,188
3	Casual Labour	24,340	48,680	17,683
4	Insurance	28,577	28,577	27,082
5	Contracted Services	422,429	565,223	605,693
6	Travel	74,526	109,040	72,724
7	Meals & Accommodation	38,682	63,799	37,686
8	Conferences	15,000	16,500	10,461
9	Staff Development	2,500	1,500	48
10	Catering	3,000	3,000	9,957
11	Memberships	26,710	25,710	27,072
12	Library & Subscriptions	47,637	46,789	50,735
13	Insurance Partnerships	1,000	1,000	1,499
14	Legal Action Costs	1,000	1,000	247
15	Telecommunications	1,284	1,100	1,113
16	Miscellaneous	1,250	1,250	119
Total Expenditures		\$ 2,739,676	\$ 2,714,447	\$ 2,506,273

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 (e.g. 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 2014-2015: \$1,785,632

- ✚ Legal (FFS = \$1,287,792)
- ✚ Labour (FFS = \$38,760)
- ✚ Educational Services (FFS = \$451,779)
- ✚ Communications (FFS = \$7,300)

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., 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

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Overall, the 2016-2017 budget for Member Services is \$25,229 (0.9%) higher than 2015-2016.

Line #	Information - Member Services
1	<p>Salary costs are increasing \$201,234 (13.5%) this year over last year's budget. There is a 1% increase for staff salaries in the 2016-2017 budget. A salary grid system is not used at ASBA, so there are no salary increases for moving up through a grid either. Dollars have been transferred back to salaries from contracted services as two staff officer positions filled for the past few years through contracted services will be filled by staff given the full-time nature of the work required. Also, a maternity leave will return to work. An additional position for a policy analyst will be filled in 2015-2016 and is included in the 2016-2017 budget. Staffing and staff compensation are under review.</p> <p><u>Historic salary change information:</u></p> <p>2013-2014: 0%</p> <p>2014-2015: 1.5%</p> <p>2015-2016: 0%</p> <p>2016-2017: 1% (market survey currently underway)</p> <p><u>Positions included in 2016-2017 budget (~15 FTE):</u></p> <ul style="list-style-type: none"> ➤ 7 lawyers ➤ 1 negotiator (contracted services – on an as needed basis) ➤ 2 staff officers (Policy/Governance/Advocacy/Services and Human Resources) ➤ 1.8 FTE legal secretaries ➤ 2 administrative assistants ➤ 1 policy analyst – support position (new) <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 \$49,228 (16%) because of: additional staff positions; the return of the maternity leave: a 1% salary increase; a projected 3% increase in the maximum salary amounts for LAPP, CPP and EI; a blended 1% increase in ASEBP premiums. LAPP contribution rates will not increase and are 11.39% up to the YMPE and 15.84% over the YMPE. CPP and EI employer rates were not changed.</p>

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Line #	Information - Member Services
3	<p>Casual labour costs were reduced by \$24,340. These costs were reduced because of the reduced demand for casual administrative support for labour services. Casual labour is also used for vacation and sick leave replacements, to meet increased fee for service demand and for various reporting and other services. Services are purchased on an as needed basis.</p>
4	<p>Insurance costs are for the purchase of an employed lawyer's liability policy. No change is projected for 2016-2017.</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 (e.g. 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. <p>Contracted service expenses are lower as dollars were transferred back to salaries.</p> <p>Contracted service costs spanning several years are detailed:</p> <p style="text-align: center;">2012-2013 actual = \$917,303 2013-2014 actual = \$815,161 2014-2015 actual = \$605,693 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 \$34,514 (32%) from last year's budget because of a projected reduction in labour services. The mileage rate in 2016-2017 will remain at \$0.53/km. The Association will continue to make use of the video conference capabilities to reduce travel costs wherever possible.</p>

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Line #	Information - Member Services
7	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 to a maximum of \$100 per day. 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 projected to decrease by \$25,117 (39%) from last year's budget largely because of the projected decrease in labour services throughout the province.
8	Conference costs are for staff attendance at work related conferences and for professional development purposes. These may include conferences such as CSBA, NSBA and legal seminars.
9	Staff development is available for administrative staff to learn or update skills that will help them carry out their duties.
10	No change to catering costs for 2016-2017. Catering costs are incurred for various meetings that run over lunch or are held in the evening.
11	Membership costs in 2016-2017 are projected to increase by \$1,000. The Association pays for memberships to the Law Society of Alberta (\$18,676), the Canadian Bar Association (\$4,959), CAPSLE (\$275) and COSA (\$2,800).
12	Library and subscription costs are increasing slightly by \$849 (2%). Subscriptions continue to be reviewed and a number have been converted to various online licenses for legal resources. Subscription and library expenses include legal publications such as Quicklaw (\$5,781), Province of Alberta (\$1,287), Worldox (\$1,186 - document management system), Carswell including online resources (\$30,307), LexisNexis (\$2,942), Specialty Technical Adviser (\$710), Lancaster House (\$2,592).
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 2016-2017 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.

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Line #	Information - Member Services
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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		2016/2017 Budget	2015/2016 Budget	2014/2015 Actual
Executive, Corporate and Communication Services				
1	Total Salaries	\$ 885,505	\$ 765,382	\$ 945,325
2	Benefits	191,196	169,747	250,660
3	Casual Labour	6,177	6,248	5,841
4	Contracted Services	281,700	281,700	210,122
5	Newsletter	-	-	157
6	Publications Production	150	150	14
7	Travel	34,286	34,246	22,230
8	Meals & Accommodation	28,186	21,928	19,996
9	Conferences	7,225	6,725	4,793
10	Memberships	1,818	1,866	4,267
11	Promotional Materials	250	250	-
12	Bank & Interest Charges	8,000	7,400	5,463
13	Miscellaneous	8,250	8,250	6,567
14	Printing	500	500	-
15	Postage	5,966	5,966	2,886
16	Courier & Delivery	2,587	2,771	1,231
17	Telecommunications	51,189	48,916	43,723
18	Staff Development	3,500	3,500	559
19	Equipment Costs	12,772	20,795	13,222
20	Office Supplies and Expenses	35,003	30,335	33,644
21	Subscriptions	10,105	8,441	9,571
22	Meeting Supplies/Catering	7,250	8,750	200
23	Election Materials	-	-	-
24	Staff Planning/Functions	10,825	10,825	9,039
25	Insurance	4,902	3,294	3,137
Total Expenditures		\$ 1,597,342	\$ 1,447,984	\$ 1,592,647

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

Alberta School Boards Association

Budget 2016-2017

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)
- 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 2016-2017

- ▶ 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 2016-2017

The 2016-2017 budget for these services has increased by \$149,358 (10.3%).

Line #	Information - Executive, Corporate and Communication Services
1	<p>Salary costs increased \$120,124 (15.7%) this year over last year's budget. These are not new costs but a reorganization of staffing positions. Salaries will be increasing by 1% in 2016-2017. A salary grid system is not used at ASBA so there are no increases to salaries for moving up through a grid. Staffing and staff compensation are under review.</p> <p><u>Historic salary change information:</u> 2013-2014: 0% 2014-2015: 1.5% 2015-2016: 0% 2016-2017: 1% (market survey currently underway)</p> <p><u>Positions included in the 2016-2017 budget (~9 FTE):</u></p> <ul style="list-style-type: none">➤ Executive Director➤ 3 Directors (Finance and Administrative Services, Communications, Corporate and Governance Services)➤ 1 Receptionist and Administrative Assistant➤ 1 Executive Administrative Assistant➤ 3 Administrative Assistants <p><u>Executive Director</u></p> <ul style="list-style-type: none">➤ Executive Director – 2016-2017 Salary = \$170,690 <p><u>ASBA Compensation Policy – Executive Director</u></p> <p>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.</p> <p>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:</p> <ol style="list-style-type: none">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.

Alberta School Boards Association

Budget 2016-2017

Line #	Information - Executive, Corporate and Communication Services
	<p>2. There will be a minimum of 10 comparators to be determined by the Board and/or a committee of the Board.</p> <p>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.</p> <p>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.</p> <p><i>The Board of Directors recognizes that salary is determined through negotiations but will use this policy as the direction for the negotiations.</i></p>
2	<p>There is an increase in benefit costs of \$21,449 (13%) because: of a reorganization of staffing positions; a 1% salary increase; a projected 3% increase in the maximum salary amounts for LAPP, CPP and EI; and a blended 1% increase in ASEBP premiums. LAPP contribution rates will not increase and are 11.39% up to the YMPE and 15.84% over the YMPE. CPP and EI employer rates were not changed.</p>
3	<p>Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help. There is small change from the 2015-2016 budget.</p>
4	<p>Contracted service costs are projected to remain the same as the 2015-2016 budget. These include services for staff planning, staff recruitment, computer services, accounting and audit (ASBA/LAPP), community engagement, website design and maintenance, research, photographers and communications, miscellaneous legal and strategic advice.</p>
5	<p>The legal newsletter was discontinued due to resource and budget constraints.</p>
6	<p>Small allocation for in house publication production.</p>
7	<p>Travel costs are being held to 2015-2016 levels. 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. The mileage rate remains at .53/km (recommended rate published by the Canada Revenue Agency in January 2012).</p>

Alberta School Boards Association

Budget 2016-2017

Line #	Information - Executive, Corporate and Communication Services
8	Meal and accommodation costs have increased by \$6,258 (28.5%) due to an increase in actual expenses for the Executive Office. 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. 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 increased by \$500 (7%). This is for attendance at work related conferences and other professional development opportunities. For example CSBA, Canadian Public Sector Pensions and Benefits, Rural Education Symposium.
10	Memberships – Canadian Education Association, AAMD&C, CPA.
11	Small allocation for promotional items for the purchase of ASBA pins.
12	Bank and interest charges include bank and payroll fees. These costs are projected to increase by \$600 as the Association continues to work towards online banking.
13	Miscellaneous expense is a combined cost from four departments (Communications, Finance, Executive Office and Corporate Services). There is no change to miscellaneous expenses in 2016-2017. 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 - \$2,000, Safe and Caring Schools - \$1,000), dish soap, carpet cleaning, replacement of glasses and dishes, small donations, token 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 2015-2016 budget.
15	Postage includes regular postage, mail outs, annual cost of scale and postage machine. There is no change to postage costs from 2015-2016.
16	These are the costs for courier services within Edmonton and Alberta. These costs have been reduced by 7% or \$184.
17	Includes the cost of office phones, mobile phones, fax, long distance, data plans, connections for video conferencing and internet connections (AXIA, Shaw, Telus). Cell phone contracts will continue to be on a sharing plan for

Alberta School Boards Association

Budget 2016-2017

Line #	Information - Executive, Corporate and Communication Services
	2016-2017. Costs are increasing due to the addition of staff and increased line usage through AXIA.
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 2016-2017.
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 2015-2016 and have been decreased by \$8,023 (39%).
20	The budget for stationery supplies covers costs like paper, pens, pencils, paperclips, binders, file folders, etc. These costs are increasing by \$4,668 (15%) based on 2014-2015 actuals plus 2% per year increases.
21	Subscription costs include Washington State School Directors' Association (communication materials), Dolphin Media, The Armet Report, Word of Mouth communications, First Reference, Edmonton Journal. Subscription costs increased because of the US exchange difference.
22	Meeting supplies and catering costs are decreasing by \$1,500 (17%) based on an estimate of 2016-2017 work activities. These are meeting type costs for communications, finance, executive office and corporate services.
23	There are no election costs for 2016-2017 as these costs are incurred during election years only.
24	Staff planning and function costs were held to 2015-2016 levels. These are expenses for staff planning (strategic/business planning), team building and various senior staff meetings throughout the year and other staff related office costs.
25	Insurance costs increased by \$1,608 (8%) due to higher property and general liability costs.

Alberta School Boards Association

Budget 2016-2017

		2016/2017	2015/2016	2014/2015
		Budget	Budget	Actual
Governance				
1	CPP Costs	\$ 7,453	\$ 7,144	\$ 5,164
2	Per Diem	92,137	86,770	67,172
3	Honoraria - Vice President	10,454	10,350	10,350
4	Contracted Services	39,964	35,900	88,844
5	Insurance	6,897	6,662	6,526
6	Travel	61,253	58,000	49,240
7	Meals & Accommodation	46,280	35,000	32,898
8	Conferences (Registration costs)	11,250	9,200	5,836
9	In House Board Development	10,000	10,000	-
10	Equipment Rental	-	-	-
11	CSBA Membership	30,023	30,023	51,716
12	Catering	14,689	17,891	12,031
13	Meeting Rooms	-	-	-
14	Telecommunications	-	-	25
15	Office Supplies	-	-	657
16	Miscellaneous	750	750	575
Total Expenditures		\$ 331,148	\$ 307,689	\$ 331,034
President				
2	Per Diem	\$ 27,077	\$ 26,500	\$ 37,159
3	Honoraria	20,907	20,700	20,700
6	Travel	25,121	25,000	27,228
7	Meals & Accommodation	16,841	16,500	19,427
14	Telecommunications	-	-	301
16	Miscellaneous	300	300	150
8	Conferences	2,195	2,195	2,660
Total Expenditures		\$ 92,441	\$ 91,195	\$ 107,625
Total Expenditures - Governance		\$ 423,590	\$ 398,884	\$ 438,659

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 2016-2017

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 (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, 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 2016-2017

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 \$24,706 (6%) higher than in the 2015-2016 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 is increasing by \$310 (4%) based on the 1% increase in per diem and honoraria rates.
2	The per diem rate will increase 1% from \$166 to \$168 (daily rate paid to attend ASBA board meetings, task force meetings, some committee meetings, strategic planning and conferences). The Board of Directors will meet 7 times per year in person, 3 times by video conferences and 2 other times by 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 are reviewed on an ongoing basis 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 no increase is proposed for this year. Total per diems are \$5,944 higher based on the 1% increase in the per diem rate and the work required of the board.
3	<p>Honorariums:</p> <ul style="list-style-type: none"> ➤ President - \$20,907 (1% increase) ➤ Vice President - \$10,453.50 (1% increase) <p>A survey was conducted in 2016 and the honorariums paid to the President and Vice President remains competitive.</p>
4	Contracted service costs are increasing by \$4,064. Contracted service costs are incurred for strategic planning, Executive Director and Board evaluation and task force and committee support.

Alberta School Boards Association

Budget 2016-2017

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 (\$235) is from the group accident insurance policy.
6	Travel costs increased by \$3,374 (4%) to facilitate the work of the board, task forces and committees. 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 2017 will continue to be held at the ASBA office reducing travel costs for directors living in or near Edmonton. Activities that generate travel costs are reviewed on a continual basis.
7	Meals and accommodation costs increased by \$11,621 (23%) to facilitate the work of the board, task forces and committees. 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 to a maximum of \$100 per day. Alcoholic beverages are not reimbursed. The strategic planning session in January 2017 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 (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 is capped at \$2,000 per person. The budget for conferences increased \$2,050 (22%) to accommodate task force member's attendance at specific conferences. 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 2016-2017

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, \$10,000 has been set aside for director development which will be offered throughout the year.
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 decreased by \$3,202 (18%). Catering dollars are paid for meals during Board of Director's meetings, strategic planning (in house) and ASBA task force and committee meetings (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 2016-2017 budget.
16	Miscellaneous is a small allocation of dollars for token thank you gifts and cards, flowers, donations.

Alberta School Boards Association Budget 2016-2017

		2016/2017 Budget	2015/2016 Budget	2014/2015 Actual
Rental/Office Costs				
1	Office Rent	\$ 700,578	\$ 686,118	\$ 629,173
2	Rental Recovery	(95,862)	(116,965)	(68,358)
Total Expenditures		\$ 604,717	\$ 569,152	\$ 560,815

Line #	Information – Rental/Office Costs
1	<p>The building budget is \$35,564 higher than 2015-2016. The projected rate for operating and property taxes in 2016-2017 is \$17.79 per square foot (increased 5% from 2016 actuals). The monthly lease rate is \$22 per square foot – the first full year at \$22.</p> <p><u>Lease Details:</u></p> <ul style="list-style-type: none"> ➤ Square footage leased - 15,759 ➤ Per square foot rental rate from April 2015 to April 2020 - \$22 per square foot ➤ Estimated operating costs/property taxes per square foot - \$17.79 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

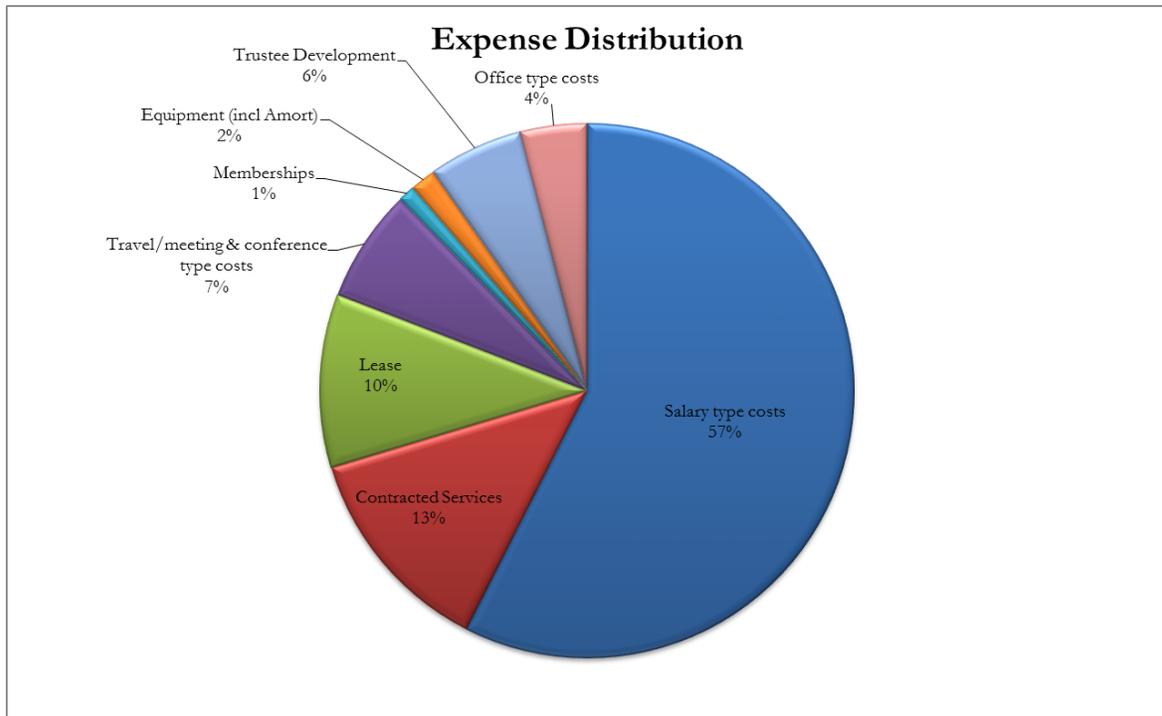
Budget 2016-2017

	2016/2017 Budget	2015/2016 Budget	2014/2015 Actual	
General Meeting and Function Costs				
1	Fall General Meeting	\$ 176,450	\$ 180,479	\$ 187,060
1	Spring General Meeting	118,690	100,188	115,438
1	Trustee Development/Rural Ed	36,400	31,900	83,813
Total Expenditures		\$ 331,540	\$ 312,566	\$ 386,311

Line #	Information – General Meeting and Function Costs
1	<p>Expenses are reduced in the 2016-2017 budget (\$18,974). Costs have been estimated using actual costs where possible plus an increase to reflect cost of living increases. Costs have been adjusted to reflect changes in registration information. 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 is 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 as they prepare and present sessions at conferences and workshops (legal, educational services, communications).</p>

Alberta School Boards Association Budget 2016-2017

Expense Distribution - Graph



Alberta School Boards Association
 Membership Fees
 September 1, 2016 to August 31, 2017

Zone	Jurisdiction	Total Students*	Membership Fees
23	Aspen View Public School Division No. 78	2,910	\$24,928
4	Battle River Regional Division #31	6,484	\$42,743
23	Black Gold Regional Division #18	10,533	\$60,977
23	Buffalo Trail PS Regional Division #28	4,223	\$32,562
5	Calgary RCSSD #1	53,598	\$149,460
5	Calgary Board of Education	116,391	\$234,307
5	Canadian Rockies R. D. #12	2,225	\$20,766
4	Chinook's Edge School Division #73	10,932	\$62,775
5	Christ the Redeemer Catholic S.R.D. #3	10,384	\$60,309
4	Clearview School Division #71	2,378	\$21,692
23	East Central Alberta CSSRD #16	2,446	\$22,104
23	E. Central Francophone Ed. Region #3	1,011	\$13,382
23	Edmonton Catholic Separate School District #7	40,211	\$124,760
23	Edmonton School District #7	92,950	\$202,636
23	Elk Island Catholic Separate RD #41	6,119	\$41,102
23	Elk Island Public Schools R. D. #14	16,837	\$77,388
23	Evergreen CSRD #2	3,952	\$31,265
5	Foothills School Division #38	8,009	\$49,607
23	Fort McMurray RCSSD #32	6,152	\$41,250
23	Fort McMurray Public School District #2833	5,440	\$38,041
1	Fort Vermilion School Division #52	3,370	\$27,725
5	Golden Hills School Division #75	6,797	\$44,149
1	Grande Prairie RCSSD #28	4,765	\$35,001
1	Grande Prairie Public School District #2357	7,958	\$49,378
23	Grande Yellowhead Public School Division #77	4,711	\$34,758
6	Grasslands Regional Division #6	3,726	\$29,887
23	Greater N. Central Francophone Ed. Region #2	3,284	\$27,205
23	Greater St. Albert RCSSD	5,870	\$39,980
1	High Prairie School Division #48	3,185	\$26,603
1	Holy Family Catholic Regional Division #37	2,158	\$20,354
6	Holy Spirit RCSRD #4	4,911	\$35,656
6	Horizon School Division #67	3,556	\$28,853
23	Lakeland RCSSD #150	2,172	\$20,442
6	Lethbridge School District #51	10,627	\$61,403
23	Living Waters CRD #42	2,074	\$19,847
6	Livingstone Range School Div. #68	3,521	\$28,644

Alberta School Boards Association

Membership Fees

September 1, 2016 to August 31, 2017

Zone	Jurisdiction	Total Students*	Membership Fees
23	Lloydminster Public S. D. #99	2,812	\$24,333
23	Lloydminster RCSSD #89	2,231	\$20,800
6	Medicine Hat CSRD #20	2,515	\$22,530
6	Medicine Hat School District #76	7,343	\$46,608
23	Northern Gateway Regional Division #10	4,931	\$35,751
23	Northern Lights School Division #69	6,183	\$41,385
1	Northland School Division #61	2,825	\$24,414
1	Northwest Francophone Ed. Region #1	489	\$10,031
6	Palliser Regional Division #26	8,122	\$50,121
23	Parkland School Division #70	10,661	\$61,552
1	Peace River School Division #10	2,898	\$24,854
1	Peace Wapiti School Division #76	5,909	\$40,156
23	Pembina Hills Regional Division #7	6,728	\$43,838
5	Prairie Land Regional Division #25	1,417	\$15,848
6	Prairie Rose School Division #8	3,548	\$28,806
4	Red Deer Catholic Regional Division #39	9,202	\$54,985
4	Red Deer Public Schools	10,656	\$61,531
5	Rocky View School Division #41	21,516	\$86,873
5	Southern Francophone Education Region No. 4	3,284	\$27,205
23	St. Albert Public School District	7,906	\$49,148
23	St. Paul Education Regional Division #1	4,041	\$31,738
23	St. Thomas Aquinas RCSRD #38	3,792	\$30,292
23	Sturgeon School Division #24	5,156	\$36,764
6	Westwind School Division #74	4,472	\$33,684
4	Wetaskiwin Regional Division #11	3,889	\$30,880
4	Wild Rose School Division #66	4,997	\$36,048
4	Wolf Creek School Division #72	7,592	\$47,729
23	Yellowknife Education District #1	1,845	\$18,456
23	Yellowknife Catholic Schools	1,300	\$15,139
	Totals	634,130	\$2,933,436

*Note: Student totals were compiled from a report on Student Population for the 2015-2016 school year provided by Alberta Education. Student registration information is as of September 2015 (as reported at March 24, 2016). These will be updated in 2016-2017 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 our resources (dollars, people)? 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 (e.g. School Board Governance, Education Act regulations, community engagement, transportation, First Nations, Métis and Inuit partnership, 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
- ◆ current expense levels for items like our lease, insurance, memberships, subscriptions, telecommunications, etc.
- ◆ appropriate compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces
- ◆ appropriate compensation levels and working conditions for staff
- ◆ 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 – <https://education.alberta.ca/alberta-education/student-population/everyone/yearly-data/>
In the membership fee calculation, student enrolments are taken from the most current report.

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.

Alberta School Boards Association

Frequently Asked Questions

Question: Do we make a profit on events?

Answer: Association policy is that all events should be profit-generating. Association events are expected to produce revenue that is in turn used for other association initiatives. However, when we account for the allocation of internal resources (i.e. staff time) we break even 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, 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 staff resources as they 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 were at the lower end of market rates for Edmonton and area. Current operating and property costs are an additional \$16.94 per square foot.

What about the financial health of the Association?

On December 10th, **Leon Pfeiffer**, a partner with Collins Barrow Edmonton LLP, presented the ASBA's 2014-2015 audited financial statements to the ASBA Board of Directors. Collins Barrow gave the ASBA a clean audit report. Pfeiffer 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 \$365,593. This is made up of an operating surplus of \$366,049 (operating revenues totaled \$5.34 million and operating expenditures totaled \$4.97 million); a deficit from self-supporting functions of \$1,020 and a surplus from other revenue and expenses of \$564. The surplus is largely due to lower salary, travel, conference, membership, staff development and office type costs. The association's assets, liabilities and fund balances totaled \$5 million. Also, at the request of management, 100% of expense and credit card claims for senior staff, the Vice President and President were reviewed. Collins Barrow found reviewed expenses were accurate and the nature of the expense was consistent with job and role performance and were in compliance with expense claim policies. The ASBA audited financial statements are available at www.asba.ab.ca.

**SGM 2016: Weaving Partnerships
– June 6-7
*Sheraton Red Deer***

Alberta School Boards Association

Frequently Asked Questions

Question: How does the membership get input into the budget?

Answer: Each year school boards are asked for their input into the ASBA strategic plan. In January/February, 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 each year. Based on the budget assumptions and discussions with the Board of Directors, the ASBA administration prepares a draft budget containing 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/com_m_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 \$500,000.

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 until the fund is depleted to \$300,000 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:
13 boards
- ▷ Educational services:
44 boards
- ▷ Labour services:
19 boards
- ▷ Legal services:
60 boards

Insurance and Pension Programs:

- ▷ SiPP:
50 boards participating
- ▷ ASEBP:
58 boards covered
- ▷ ASBIE:
48 boards covered

Trustee Development and Networking:

- ▷ Spring General Meeting:
60 boards
- ▷ Fall General Meeting:
64 boards
- ▷ Day for Advocacy:
32 boards
- ▷ Bill 8 Consultation:
54 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 \$50,965 in interest.

Reserves at August 31, 2015 totaled \$4,163,149.

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

- ◆ the building reserve fund (\$1,355,217). This fund is being used, on an as needed basis, to address the increase in rental costs to the association from the increase in rates. The current board does not wish to deplete this fund 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 (\$645,357). 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 (\$162,576) 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 capital assets.

Awards

Indigenous Shining Student Award

Recognizes a Grade 10, 11 or 12 student of First Nations, Métis or Inuit heritage who is pursuing goals despite various challenges.

Edwin Parr Teacher Award

Each year the ASBA honors six outstanding first-year teachers with the Edwin Parr Teacher Award.

Friends of Education Award

Recognizes individuals or organizations who are demonstrably committed to improving education for Alberta students and who have made a significant contribution to education in Alberta.

Premier's Award for School Board Excellence and Innovation

Recognizes a school board's unique contributions to improving students' learning experiences. Sponsored by Xerox Canada.

Public Engagement Award

Recognizes a school board that engaged its community during the previous school year.

Zone Appreciation Award

Recognizes trustees, superintendents (all levels) and secretary-treasurers who have displayed exemplary service to trusteeship at the Zone.

Honourary Life Membership Award

Presented to an Alberta trustee who has provided distinguished service to trusteeship and/or the work of the association.

Long Service Award

Recognizes significant contribution to trusteeship. Any trustee serving a minimum of two terms is eligible.

For nomination forms, go to the ASBA website at: <http://www.asba.ab.ca/about-asba/forms/awards/>

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)