

2020-21 BUDGET

Approved on June 20, 2020



Mission Statement: The Oregon School Boards Association is dedicated to improving student success and education equity through advocacy, leadership and service to Oregon public school boards.



June 24, 2020

To: Members of OSBA
From: Jim Green, Executive Director
Subject: 2020-21 Approved Budget

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I present OSBA’s adopted budget for fiscal year 2020-21, approved by the Board of Directors at their June 20, 2020 meeting, with feelings of frustration, sadness, and disappointment. Just a few months ago, at our Annual Convention, we celebrated passage of the Student Success Act and the largest appropriation to the State School Fund in Oregon’s history. It seemed that Oregon was finally going to be funding K-12 education at a level close to the Quality Education Model.

All this optimism has come to a screeching halt as the devastating economic impacts of the COVID-19 pandemic have begun to emerge.

The COVID-19 pandemic has had and will continue to have a detrimental effect on the economy and financial markets, including OSBA’s investment portfolio. Our portfolio was at nearly \$80 million before the pandemic and has dropped as low as \$63.5 million. Most recently it hovered in the low \$70 million range. While we do not necessarily concern ourselves with market value so long as cashflow remains steady, it is concerning in times like these when we budget over \$2 million per year of the investment principal to fund OSBA operations. A lower market value means we are removing a larger percentage from the portfolio.

We are also concerned about cashflow as some companies have already cut or eliminated their dividends. We have a number of oil holdings and we will feel the effects of the drop in oil prices. Additionally, bond rates are extremely low at the moment and it is proving difficult when bonds come due to replace them with any sort of comparable cashflow-producing item, bond or equity.

The 2020-21 proposed budget contains reductions of just over \$702,647 as an initial response of our understanding of what economic impacts COVID-19 will have on Oregon, the nation and OSBA’s budget. The reductions identified align expenditures to revenue and reduce the use of investment principal for day-to-day operation. Staff believes the 2020-21 budget is just the first of several OSBA budgets that will address the downturn in the economy.

Regardless of what the coming years bring, OSBA staff remains committed to our mission and will continue to focus on improving student success and educational equity through advocacy, leadership and service to Oregon public school boards. It is more important now than ever before.



2020-21 Proposed Budget: Executive Summary

Presented to the Board of Directors on June 20, 2020

INTRODUCTION

OSBA staff proposes a balanced budget for fiscal year 2020-21. The proposed revenues for 2020-21 are \$9,098,903 decreasing by \$702,647 (7%) from 2019-20 revenues. The proposed expenditures for 2020-21 are \$9,098,903 decreasing by \$702,647 (7%) from 2019-20. Since staff presented a balanced budget last year, the change in revenues and expenses between 2019-20 and 2020-21 are the same amount.

REVENUE

As mentioned above, the proposed revenue reflects a decrease of \$702,647 which represents a move toward less reliance on the use of investment principle for day-to-day operating costs.

Dues: The dues estimate includes all districts, ESDs and community colleges as members except for K-12 district McDermitt. Dues rates have not increased since 1998-99.

Interest/investment earnings: Staff proposes budgeting \$5,096,705 from OSBA's investment portfolio with \$3,060,266 (60%) coming from earnings of dividends, interest, and realized gains and the balance, \$2,036,439 (40%), coming from principle. Of this amount \$4,596,705 is allocated to OSBA operations and is equal to 5.6% of the three-year average of the market value of OSBA investments. This percentage is slightly below the amount approved by the Finance Committee at their January 2020 meeting. The remainder, \$500,000 is funding for our partnership with OASBO and Forecast5 to offset the costs of Forecast5 software for districts in Oregon.

LGC Reimbursement: Staff is budgeting \$55,000 in reimbursement from Association of Oregon Counties and League of Oregon Cities for their costs related to the building manager.

Property/PACE: Staff is projecting a service agreement fee of \$715,000, which is a slight increase of \$30,000 (4%) from 2019-20. The increase is based on personnel changes in legal services, which affected the amount of the fee for 2020-21.

Sales of publications: Revenue for the sale of publications and subscriptions is budgeted at a slight decrease of \$10,000 from last year. This category includes Policy Subscriptions, Policy Plus, Boardbook, PR in Action, Handbooks and Calendars, and SPOT. The decrease reflects the averaging of actual revenue from the last two years.

Vehicle sale: Staff is budgeting the sale of two automobile at \$10,000.

Contract services: Budgeted revenues for contract services are proposed to decrease slightly by \$25,302 (1.3%) from 2019-20. This decrease comes primarily from a review of actual billable services over the last two years from Policy Services, Labor Services and Board Development. While additional field staff were added in 2019-20, the projected increase in billables has not yet been fully realized.

Convention/Conferences/Workshops: Revenue from convention and conferences will be dramatically different than years past at \$94,500. In light of COVID-19 restrictions the traditional Summer Board Conference and the Annual Convention have been canceled. While both events will be restructured to either a virtual or hybrid platform for 2020-21. The amount of revenue included in this budget is our best estimate given what we know at this time. In addition, the decrease in revenue also takes into account the Bonds, Ballots and Buildings Conference is an every other year event and will not be held in 2020-21.

Rental income: Revenue is proposed to stay the same as 2019-20 at \$60,000.

Miscellaneous: This category includes a variety of one-time fees that come to OSBA during the fiscal year and do not fit in other revenue categories. Revenue is proposed to remain the same as 2019-20 at \$21,000.

Board Development sponsorships: Revenue is proposed to stay the same as 2019-20 at \$60,000.

Change in Fair Market Value (FMV): This is an adjustment to the revenue for the reduction in equity (depreciation) for the OSBA share of the Local Government Center. This entry is made on an annualized basis. Please see the audited columns for 2017-18 and 2018-19. Staff proposes budgeting the same amount as the 2019-20 budget.

EXPENDITURES

Staff is proposing an overall reduction to expenditures of \$702,647. Of this amount, \$235,712 (34%) is from employee costs and \$466,935 (57%) from day-to-day operations costs. The following reflects the proposed changes from the 2019-20 adopted budget.

Employee Costs - Salaries, APC and Benefits:

Overall, employee costs show a reduction of 3.6%. There is a reduction in salaries and associated payroll costs (APC) of \$316,935 which reflect a cut of 3.0 FTE. There are no COLA or market adjustments included as OSBA staff is foregoing any COLA or market adjustment increases for 2020-21. There is an increase in benefits to fix a budgeting error from 2019-20 where costs for dental, life, and accidental death and dismemberment insurance were not included in this line item.

Operations Costs - Reductions:

As noted above, proposed operating costs have been reduced by just over \$307,935 (9.5%) for 2020-21. In addition, expenses that have not been reduced or cut have been flat funded with no inflation factor built in for 2020-21. The specific reductions are as follows:

Convention/Conferences/Workshops:

As mentioned above in the revenue section, the impact of the COVID-19 pandemic has and will cause OSBA to change the traditional approach to convention and conferences in 2020-21. Both the Summer Board Conference and the Annual Convention will be restructured to either a virtual or hybrid platform for 2020-21 therefore the revenue included in this budget is our best estimate given what we know at this time.

The expenditures for the Annual Convention have been reduced to reflect the change. However, the expenditures for the Summer Board Conference remain the same as this funding is used for planning purposes for the July 2021 conference. In addition, as the Bonds, Ballots and Buildings Conference is an every-other-year event and will not be held in 2020-21 there are no expenses allocated in this budget.

The following reductions are proposed because the expense is not required in the 2020-21 fiscal year.

- Building expenses: A decrease of \$195,000 (58%). This amount was budgeted in 2019-20 to remodel OSBA offices, repair the LGC elevators, and make repairs to rental apartments.

The following reductions are proposed to align expenditures with revenue and reduce the use of investment principle.

- Contract services: A decrease of \$85,000 (27%).
- Travel out – Board: A decrease of \$13,500 (20%).
- Scholarship for Board Members to attend NSBA conferences: A decrease of \$9,000 (50%).
- Travel – Staff non-billable: A decrease of \$22,300 (20%). Non-billable travel are costs not billed to the client and paid by OSBA.
- Professional development - Staff: A decrease of \$41,800 (32%).
- Special projects – Board: A decrease of \$75,000 (75%).
- Non-billable expenses for PACE: A reduction of \$18,000 (100%).

The following reductions are proposed because 1) the actual expenditures over the last two years were consistently less than what had been budgeted, and 2) the reduction helps align expenditures to revenue and reduce the use of investment principle.

- Legislative Policy Committee: A decrease of \$10,000 (40%).
- Labor and Employment miscellaneous: A decrease of \$5,000 (100%).
- Legislative reports, policies, and conference: A decrease of \$2,500 (100%).
- Contingency: A reduction of \$57,335 (70%).
- Legal fees: A decrease of \$30,000 (38%).
- Copier and outside printing: A decrease of \$16,500 (34%).
- Auto expenses: A decrease of \$5,000 (15%).
- Supplies and non-consumable supplies: A decrease of \$25,000 (34%).
- Continuing partnerships: A decrease of \$5,000 (17%).

Reductions

Operations Costs - Additions:

Even in times of budget reductions, there are cost increases that are necessary for the organization. For 2020-21 staff is proposing the following increases to expenditures.

- Promise Scholarship: A temporary one-year increase of \$30,000 for those districts that were unable to complete their training during 2019-20 because of COVID-19 restrictions. OSBA will still budget \$50,000 for up to ten districts whose boards complete specified training during the fiscal year to provide \$5,000 student scholarships
- Malpractice insurance: An increase of \$30,000 (33%) which reflects the market rate for purchasing malpractice insurance for OSBA attorneys.
- Depreciation: An increase of \$100,000 (80%) to adjust the budget based on actual costs.

Operations Costs – Other:

- Investment management: The management fees of \$165,000 have been expensed to several different areas in previous budgets. Staff is recommending, for transparency reasons, creation of a new budget line specifically for investment management fees.
- OASBO and Forecast5 partnership: Fiscal year 2020-21 represents the third year of a three-year commitment by the board to offset the costs of this software for districts in Oregon. The amount remains at \$500,000.

CONCLUSION:

The 2020-21 proposed budget reflects our initial understanding of the potential economic impact the COVID-19 pandemic will have on Oregon and the nation. The market volatility associated with the pandemic has created a roller coaster effect on OSBA investments, resulting in uncertainty about how much revenue will continue to be generated from dividends, interest, and realized gains.

Additionally, over the last several years OSBA's investments had increased to a level that allowed the use of principle to further the work of the association while maintaining the \$50 million permanent reserve. The 2020-21 proposed budget recognizes the uncertainty of the investment climate and the reductions identified align expenditures to revenue and reduce the use of investment principle. Staff believes the 2020-21 budget is just the first of several budgets that will address the downturn in the economy.

Regardless of what the coming years bring, OSBA staff remain committed to its mission and will continue its focus on improving student success and educational equity through advocacy, leadership and service to Oregon public school boards. It is more important now than ever before.

OREGON SCHOOL BOARDS ASSOCIATION
BUDGET REVENUES
2020-21

2017-18 ACTUAL	2018-19 ACTUAL	2019-20 BUDGET	DESCRIPTION	2020-21 PROPOSED
734,209.44	677,715.00	675,000	4000-90-000 - Dues	675,000
0.00	0.00	0	4005-12-000 - Legislative Advocacy	0
0.00	0.00	0	4006-16-000 - Board Members of Color Caucus	0
0.00	0.00	0	4007-90-000 - Forecast 5 Analytics	0
16,418.35	27,545.31	15,000	4011-90-000 - Interest - Pool & Bank	15,000
1,811,394.35	1,817,262.23	1,800,000	4012-90-000 - Endowment Earnings - Bond Interest	1,615,924
172,320.10	287,675.09	170,000	4012-90-001 - Endowment Earnings - Bond 2 Interest	165,000
(47,157.45)	(38,866.93)	0	4012-90-002 - Interest Purchased - Bonds	0
(293,678.44)	(283,279.18)	0	4012-90-010 - Bond Amortization or Accretion	0
2,958.94	41,709.93	0	4012-90-020 - Realized Gain or Loss - Bonds	0
864,810.11	821,004.91	770,000	4013-90-000 - Endowment Earnings - Prime Income	854,535
403,888.29	377,746.25	365,000	4013-90-010 - Endowment Earnings Dividend Growth	424,807
1,969,392.08	427,501.15	1,203,275	4013-90-020 - Realized Gain or Loss - Prime Income	1,018,220
<u>1,617,856.69</u>	<u>1,253,686.69</u>	<u>1,203,275</u>	4013-90-030 - Realized Gain or Loss - Dividend Growth	<u>1,018,219</u>
6,501,784.67	4,704,440.14	5,511,550	TOTAL INVESTMENTS	5,096,705
0.00	23,436.64	55,000	4015-90-000 LGC Reimbursement	55,000
657,900.00	696,686.00	685,000	4021-90-000 - Insurance - PACE	715,000
(3,417,176.32)	2,554,504.56	0	4030-90-000 - Unrealized Gain or Loss	0
(165.00)	0.00	10,000	4040-10-000 - Publication - School Law Reproter	0
195,998.33	196,892.00	195,000	4042-14-000 - Publication - Policy Subscription	195,000
56,650.05	64,159.95	57,500	4042-14-001 - Policy Plus	57,500
3,600.00	4,473.75	3,000	4043-14-000 - Publication - Policy Web Hosting	3,000
53.90	0.00	0	4045-90-000 - Mailing Lists	0
13,575.00	10,000.00	12,500	4048-14-000 - Publication - Handbooks and Calendar	12,500
5,015.00	7,965.00	5,000	4051-11-000 - Publication - PR In Action	5,000
24,200.00	36,187.50	25,000	4052-10-000 - Publication - SPOT Subscription	25,000
<u>107,500.00</u>	<u>120,000.00</u>	<u>107,500</u>	4053-14-000 - Publication - BoardBook	<u>107,500</u>
406,427.28	439,678.20	415,500	TOTAL PUBLICATIONS	405,500
0.00	0.00	15,000	4090-90-000 - Sale of Auto	10,000
5,500.00	850.00	5,000	4100-10-000 - Contract Analysis	5,000
65,494.19	65,415.88	100,000	4110-13-000 - Superintendent Search	100,000
108,760.64	82,291.07	135,000	4130-10-000 - Labor Services	67,500
899,808.24	1,276,253.00	1,316,500	4160-17-000 - Legal Services	1,358,698
7,800.00	46.40	7,000	4170-14-000 - Policy Analysis	7,000
120,416.49	105,898.42	110,000	4180-14-000 - Policy Revisions	110,000
114,744.00	78,387.19	100,000	4300-13-000 - Board Development	100,000
17,624.60	10,551.04	8,000	4330-11-000 - Communications Contracts	8,000
<u>106,484.70</u>	<u>172,938.81</u>	<u>160,000</u>	4380-90-000 - Contract Services	<u>160,000</u>
1,446,632.86	1,792,631.81	1,941,500	TOTAL CONTRACTED SERVICES	1,916,198
199,010.01	205,477.98	200,000	4500-13-000 - Convention Registration	60,000
704.01	4,084.06	0	4500-13-010 - Convention Miscellaneous	0
26,760.00	27,980.00	25,000	4501-13-000 - Convention Exhibitors	0
15,000.00	15,000.00	15,000	4502-13-000 - Convention Sponsor	7,000

OREGON SCHOOL BOARDS ASSOCIATION
BUDGET REVENUES
2020-21

2017-18 ACTUAL	2018-19 ACTUAL	2019-20 BUDGET	DESCRIPTION	2020-21 PROPOSED
68,380.00	54,782.00	70,000	4600-13-000 - Summer Conference	10,500
2,000.00	1,000.00	3,000	4602-13-000 - Summer Conference - Partnership	3,000
(270.00)	45,376.60	5,000	4615-10-000 - Labor and Employment	5,000
7,460.00	0.00	0	4620-12-000 - School Law Conference - Legislatve	0
0.00	12,656.67	7,000	4620-17-000 - School Law Conference - Legal	7,000
29,350.00	0.00	25,000	4635-11-000 - Bonds, Ballots, and Buildings	0
14,500.00	0.00	10,000	4635-11-001 - Bonds, Ballots, and Buildings - Sponsors	0
11,585.00	0.00	10,000	4635-11-002 - Bonds, Ballots, and Buildings - Exhibitors	0
0.00	0.00	0	4636-12-000 - Legislative Conference	0
0.00	0.00	1,000	4645-10-000 - One Day/Online Workshops - Labor	1,000
98,750.00	0.00	0	4645-12-000 - One Day/Online Workshops - Legislative	0
968.92	0.00	1,000	4646-13-000 - One Day/Online Workshops	1,000
0.00	0.00	0	4647-13-000 - Leadership Oregon	0
474,197.94	366,357.31	372,000	TOTAL CONFERENCES	94,500
52,629.22	39,967.72	60,000	4800-90-000 - Rental Income	60,000
98.00	26.40	0	4900-09-010 - Staff Reimbursement - Executive	0
0.00	290.00	1,000	4900-10-000 - Miscellaneous	1,000
430.99	44.84	0	4900-10-010 - Staff Reimbursement - Labor	0
42.33	103.46	0	4900-11-010 - Staff Reimbursement - Communications	0
0.00	45.45	0	4900-12-010 - Staff Reimbursement - Legislative	0
334.68	53.36	0	4900-13-010 - Staff Reimbursement - Board Development	0
541.30	8.65	0	4900-14-010 - Staff Reimbursement - Policy	0
511.61	1,051.73	0	4900-16-010 - Board Reimbursement	0
593.88	22.00	0	4900-17-010 - Staff Reimbursement - Litigation	0
9,258.61	23,795.94	20,000	4900-90-000 - Miscellaneous - Administration	20,000
418.09	393.98	0	4900-90-010 - Staff Reimbursement - OSS	0
12,229.49	25,835.81	21,000	TOTAL MISCELLANEOUS	21,000
50,000.00	50,375.00	60,000	4901-13-000 - Sponsorships - Board Development	60,000
(32,936.73)	(36,206.30)	(25,000)	4995-00-000 - Change in FMV - LGCT	(25,000)
<u>6,902,316.20</u>	<u>11,362,967.20</u>	<u>9,801,550</u>	TOTAL BUDGET RESOURCES	<u>9,098,903</u>

OREGON SCHOOL BOARDS ASSOCIATION
BUDGET EXPENDITURES
2020-21

2017-18 ACTUAL	2018-19 ACTUAL	FTE	2019-20 BUDGET	DESCRIPTION	FTE	2020-21 PROPOSED
PAYROLL REQUIREMENTS						
355,334.64	384,639.23	3.00	392,441	5000-09-000 - Salaries - Executive	3.00	397,061
282,582.92	297,334.86	4.00	329,267	5000-10-000 - Salaries - Labor	2.00	142,878
400,524.34	367,591.68	4.75	408,739	5000-11-000 - Salaries - Communications	4.75	402,226
226,615.40	293,110.44	3.00	293,075	5000-12-000 - Salaries - Legislative	3.00	295,324
392,132.78	423,929.03	6.00	511,046	5000-13-000 - Salaries - Board Dev	6.00	513,085
327,151.33	400,582.03	5.00	416,251	5000-14-000 - Salaries - Policy	5.00	382,883
561,722.11	767,771.42	8.00	778,397	5000-17-000 - Salaries - Legal	8.00	794,457
0.00	13,566.00	2.00	164,348	5000-25-000 - Salaries - PACE	3.00	265,940
<u>865,691.24</u>	<u>909,911.47</u>	<u>10.50</u>	<u>849,094</u>	5000-90-000 - Salaries - Operations	<u>8.50</u>	<u>662,814</u>
3,411,754.76	3,858,436.16	46.25	4,142,658	TOTAL SALARIES	43.25	3,856,668
25,422.17	27,509.13		30,022	5100-09-000 - Payroll Taxes - Executive		30,375
21,959.14	23,407.28		25,189	5100-10-000 - Payroll Taxes - Labor		10,930
31,768.15	29,454.84		31,269	5100-11-000 - Payroll Taxes - Communications		30,770
18,082.42	23,613.35		22,420	5100-12-000 - Payroll Taxes - Legislative		22,592
30,326.74	33,362.06		39,095	5100-13-000 - Payroll Taxes - Board Dev		39,251
25,974.60	31,489.90		31,843	5100-14-000 - Payroll Taxes - Policy		29,291
44,592.41	60,674.46		59,547	5100-17-000 - Payroll Taxes - Legal		60,776
0.00	1,044.53		12,573	5100-25-000 - Payroll Taxes - PACE		20,344
<u>67,620.30</u>	<u>70,000.46</u>		<u>64,956</u>	5100-90-000 - Payroll Taxes - Operations		<u>50,705</u>
265,745.93	300,556.01		316,914	TOTAL PAYROLL TAXES		295,034
164,828.69	185,784.53		193,907	5200-09-000 - Fringe Benefits - Executive		229,194
81,421.75	129,428.28		155,514	5200-10-000 - Fringe Benefits - Labor		74,553
170,637.34	172,305.28		192,844	5200-11-000 - Fringe Benefits - Communications		209,494
108,447.10	146,927.29		154,106	5200-12-000 - Fringe Benefits - Legislative		163,565
164,095.07	169,689.57		234,330	5200-13-000 - Fringe Benefits - Board Dev		267,131
165,484.15	193,908.15		205,539	5200-14-000 - Fringe Benefits - Policy		242,610
216,333.19	333,031.49		354,880	5200-17-000 - Fringe Benefits - Legal		401,795
0.00	8,024.02		90,709	5200-25-000 - Fringe Benefits - PACE		150,881
<u>383,773.26</u>	<u>419,808.66</u>		<u>429,014</u>	5200-90-000 - Fringe Benefits - Operations		<u>343,778</u>
1,455,020.55	1,758,907.27		2,010,843	TOTAL FRINGE BENEFITS		2,083,001
204,761.77	242,116.14		135,000	5500-09-000 - Sub Contracts - Executive		60,000
8,600.51	10,931.79		10,000	5500-10-000 - Sub Contracts - Labor		0
17,798.47	15,202.74		51,000	5500-11-000 - Sub Contracts - Communications		51,000
49,825.00	2,732.04		95,000	5500-12-000 - Sub Contracts - Legislative		95,000
13,686.25	0.00		0	5500-17-000 - Sub Contracts - Legal		0
0.00	50.00		20,000	5500-25-000 - Sub Contracts - PACE		20,000
<u>53,948.68</u>	<u>49,557.81</u>		<u>0</u>	5500-90-000 - Sub Contracts - Operations		<u>0</u>
348,620.68	320,590.52		311,000	TOTAL SUB CONTRACTS		226,000
0.00	4,000.00		0	5530-10-000 - Temporary Services - Labor		0
0.00	467.50		0	5530-11-000 - Temporary Services - Communications		0
<u>3,774.10</u>	<u>26,057.25</u>		<u>0</u>	5530-90-000 - Temporary Services - Operations		<u>0</u>
3,774.10	30,524.75		0	TOTAL TEMPORARY SERVICES		0
DEPARTMENTAL REQUIREMENTS						
9,701.32	9,637.07		25,000	6000-12-000 - Legislative Committee		15,000
0.00	0.00		1,500	6010-12-000 - Legislative Reports and Policies		0
0.00	153.78		0	6050-16-000 - Travel In Board		0
41,948.73	33,348.67		30,000	6050-16-010 - Board Meetings		30,000
26,586.93	31,996.50		25,000	6050-16-011 - Annual Board Retreat		25,000
3,317.50	5,163.13		3,000	6050-16-012 - Other Board Travel		3,000
4,853.85	696.54		2,000	6050-16-013 - Other Board Expense		2,000
<u>0.00</u>	<u>517.75</u>		<u>0</u>	6050-16-014 - Board Travel - Regionals		<u>0</u>
76,707.01	71,876.37		60,000	TOTAL BOARD		60,000

OREGON SCHOOL BOARDS ASSOCIATION
BUDGET EXPENDITURES
2020-21

2017-18 ACTUAL	2018-19 ACTUAL	FTE	2019-20 BUDGET	DESCRIPTION	FTE	2020-21 PROPOSED
5,567.14	5,226.27		5,000	6055-10-000 - Travel Billable - Labor		5,000
9,572.90	8,448.17		8,000	6055-13-000 - Travel Billable - Board Dev		8,000
790.43	1,313.04		1,000	6055-14-000 - Travel Billable - Policy		1,000
1,138.94	4,336.29		5,000	6055-17-000 - Travel Billable - Legal		5,000
<u>0.00</u>	<u>163.04</u>		<u>0</u>	6055-25-000 - Travel Billable - PACE		<u>0</u>
17,069.41	19,486.81		19,000	TOTAL TRAVEL BILLABLE		19,000
3,879.81	3,353.00		5,000	6060-16-000 - Travel Out Board		4,000
25,190.03	38,561.07		27,500	6060-16-010 - FRN Expense		22,000
15,930.14	22,070.32		15,000	6060-16-011 - Pacific Region Meetings		12,000
22,112.03	48,263.06		20,000	6060-16-012 - NSBA Convention		16,000
<u>10.92</u>	<u>0.00</u>		<u>18,000</u>	6060-16-013 - NSBA Scholarships		<u>9,000</u>
67,122.93	112,247.45		85,500	TOTAL NSBA		63,000
24,317.10	27,630.77		15,000	6065-09-000 - Travel Non-Billable - Executive		12,000
4,282.33	6,081.95		5,000	6065-10-000 - Travel Non-Billable - Labor		4,000
5,939.33	2,645.87		7,000	6065-11-000 - Travel Non-Billable - Communications		5,600
7,429.94	4,962.89		10,000	6065-12-000 - Travel Non-Billable - Legislative		8,000
6,992.99	5,821.20		7,500	6065-12-001 - Travel Non-Billable - Regional Meetings		6,000
4,006.99	5,369.03		5,000	6065-13-000 - Travel Non-Billable - Board Dev		4,000
2,697.21	966.01		2,000	6065-14-000 - Travel Non-Billable - Policy		1,600
8,801.24	9,640.24		10,000	6065-17-000 - Travel Non-Billable - Legal		8,000
0.00	22,361.06		20,000	6065-25-000 - Travel Non-Billable - PACE		16,000
<u>39,263.09</u>	<u>38,315.66</u>		<u>30,000</u>	6065-90-000 - Travel Non-Billable - Operations		<u>24,000</u>
103,730.22	123,794.68		111,500	TOTAL TRAVEL NON-BILLABLE		89,200
6,509.22	2,532.59		14,000	6070-09-000 - Professional Development - Executive		8,800
3,704.94	4,980.03		14,000	6070-10-000 - Professional Development - Labor		4,400
11,281.92	14,898.74		14,000	6070-11-000 - Professional Development - Communications		8,700
3,665.08	705.00		7,500	6070-12-000 - Professional Development - Legislative		5,400
5,985.37	15,865.96		17,000	6070-13-000 - Professional Development - Board Dev		12,000
4,103.90	8,467.64		12,000	6070-14-000 - Professional Development - Policy		8,600
20,315.65	17,103.01		35,700	6070-17-000 - Professional Development - Legal		28,400
0.00	199.00		4,200	6070-25-000 - Professional Development - PACE		3,200
<u>14,219.78</u>	<u>4,704.29</u>		<u>12,000</u>	6070-90-000 - Professional Development - Operations		<u>9,100</u>
69,785.86	69,456.26		130,400	TOTAL PROFESSIONAL DEVELOPMENT		88,600
2,780.67	4,747.51		5,000	6080-10-000 - Auto Expense - Labor		0
4,405.40	4,712.01		5,000	6080-13-000 - Auto Expense - Board Dev		5,000
0.00	1,597.83		7,500	6080-25-000 - Auto Expense - PACE		7,500
<u>20,717.07</u>	<u>20,082.41</u>		<u>15,000</u>	6080-90-000 - Auto Expense - Operations		<u>15,000</u>
27,903.14	31,139.76		32,500	TOTAL AUTO EXPENSE		27,500
1,755.25	0.00		3,000	6100-11-000 - PR In Action		3,000
14,930.03	36,049.30		30,000	6115-13-000 - Superintendent Search		30,000
1,250.00	1,270.85		2,000	6125-11-000 - Miscellaneous Publications		2,000
57,000.00	61,500.00		64,500	6153-14-000 - BoardBook		64,500
8,323.95	8,533.95		10,000	6400-13-000 - Convention Exhibitor		0
168,629.86	205,198.42		200,000	6400-13-001 - Convention Hotels & Meals		90,000
29,465.36	16,597.15		30,000	6400-13-002 - Convention Speaker		0
2,088.25	2,358.63		3,500	6400-13-003 - Convention Printing		3,500
<u>22,737.70</u>	<u>23,314.93</u>		<u>25,000</u>	6400-13-004 - Convention Miscellaneous		<u>25,000</u>
231,245.12	256,003.08		268,500	TOTAL CONVENTION		118,500
8,288.93	5,850.46		5,000	6500-13-000 - Summer Conference Speaker		5,000
48,759.59	50,633.81		50,000	6500-13-001 - Summer Conference Hotel		50,000
1,997.12	1,544.53		2,000	6500-13-002 - Summer Conference Printing		2,000
<u>2,645.75</u>	<u>9,753.60</u>		<u>3,000</u>	6500-13-003 - Summer Conference Miscellaneous		<u>3,000</u>
61,691.39	67,782.40		60,000	TOTAL SUMMER CONFERENCE		60,000

OREGON SCHOOL BOARDS ASSOCIATION
BUDGET EXPENDITURES
2020-21

2017-18 ACTUAL	2018-19 ACTUAL	FTE	2019-20 BUDGET	DESCRIPTION	FTE	2020-21 PROPOSED
0.00	0.00		5,000	6510-10-003 - Labor and Employment Miscellaneous		0
169.87	0.00		0	6530-12-000 - School Law Conference - Legislative		0
0.00	<u>3,667.57</u>		<u>4,000</u>	6530-17-000 - School Law Conference - Legal		<u>4,000</u>
169.87	3,667.57		4,000	TOTAL SCHOOL LAW CONFERENCE		4,000
0.00	0.00		1,000	6536-12-000 - Legislative Conference - Legislative		0
17,846.64	0.00		20,000	6540-11-001 - Bonds, Ballots, and Buildings Hotel		0
255.00	0.00		1,000	6540-11-002 - Bonds, Ballots, and Buildings Printing		0
<u>10,200.00</u>	<u>828.75</u>		<u>10,000</u>	6540-11-003 - Bonds, Ballots, and Buildings Miscellaneous		<u>0</u>
28,301.64	828.75		31,000	TOTAL BONDS, BALLOTS, AND BUILDINGS		0
0.00	0.00		500	6580-10-003 - One Day and Online Workshop - Labor		500
45,149.85	28,311.47		0	6580-12-003 - One Day and Online Workshop - Legislative		0
0.00	<u>0.00</u>		<u>3,000</u>	6580-25-000 - One Day and Online Workshop - PACE		<u>3,000</u>
45,149.85	28,311.47		3,500	TOTAL ONE DAY AND ONLINE WORKSHOP		3,500
696.00	0.00		0	6594-13-000 - Leadership Oregon		0
1,577.00	1,192.00		2,000	6600-09-000 - Dues - Executive		2,000
2,066.63	1,485.00		2,500	6600-10-000 - Dues - Labor		2,500
1,530.83	1,230.00		2,000	6600-11-000 - Dues - Communications		2,000
0.00	800.00		1,000	6600-12-000 - Dues - Legislative		1,000
1,200.00	359.00		1,500	6600-13-000 - Dues - Board Dev		1,500
114.00	114.00		500	6600-14-000 - Dues - Policy		500
7,273.50	7,306.00		15,000	6600-17-000 - Dues - Legal		15,000
0.00	0.00		500	6600-25-000 - Dues - PACE		500
<u>88,471.26</u>	<u>88,308.81</u>		<u>92,500</u>	6600-90-000 - Dues - Operations		<u>92,500</u>
102,233.22	100,794.81		117,500	TOTAL DUES		117,500
4,784.95	0.00		2,500	6650-09-000 - Subscriptions and Books - Executive		2,500
2,777.00	8,380.00		7,500	6650-10-000 - Subscriptions and Books - Labor		7,500
922.47	1,381.58		1,500	6650-11-000 - Subscriptions and Books - Communications		1,500
709.98	1,900.00		1,000	6650-12-000 - Subscriptions and Books - Legislative		1,000
12.95	657.00		0	6650-13-000 - Subscriptions and Books - Board Dev		0
345.00	90.00		350	6650-14-000 - Subscriptions and Books - Policy		350
19,266.75	20,111.54		20,000	6650-17-000 - Subscriptions and Books - Legal		20,000
0.00	0.00		200	6650-25-000 - Subscriptions and Books - PACE		200
<u>13,629.89</u>	<u>9,950.00</u>		<u>10,000</u>	6650-90-000 - Subscriptions and Books - Operations		<u>10,000</u>
42,448.99	42,470.12		43,050	TOTAL SUBSCRIPTION AND BOOKS		43,050
36,572.10	47,500.00		45,000	6705-13-000 - Promise Scholarship - Board Dev		80,000
106,859.64	109,568.44		100,000	6710-16-000 - Special Projects		25,000
0.00	852,174.87		0	6715-12-000 - Legislative Advocacy		0
0.00	10,674.12		40,000	6716-16-000 - Board Members of Color Caucus		40,000
0.00	500,000.00		500,000	6717-90-000 - Forecast 5 Analytics		500,000
27,000.00	20,000.00		30,000	6725-16-000 - Continuing Partnerships		25,000
0.00	0.00		0	6740-90-000 - Investment Management		165,000
12,000.00	12,000.00		12,000	6760-90-000 - Building Reserve		12,000
108,536.12	115,257.46		335,000	6765-90-000 - Building Expense		140,000
72,448.72	45,507.30		80,000	6810-90-000 - Legal Fees - Operations		50,000
9,704.57	10,724.19		12,000	6820-90-000 - Internet		12,000
0.00	0.00		82,335	6830-90-000 - Contingency		25,000

OREGON SCHOOL BOARDS ASSOCIATION
BUDGET EXPENDITURES
2020-21

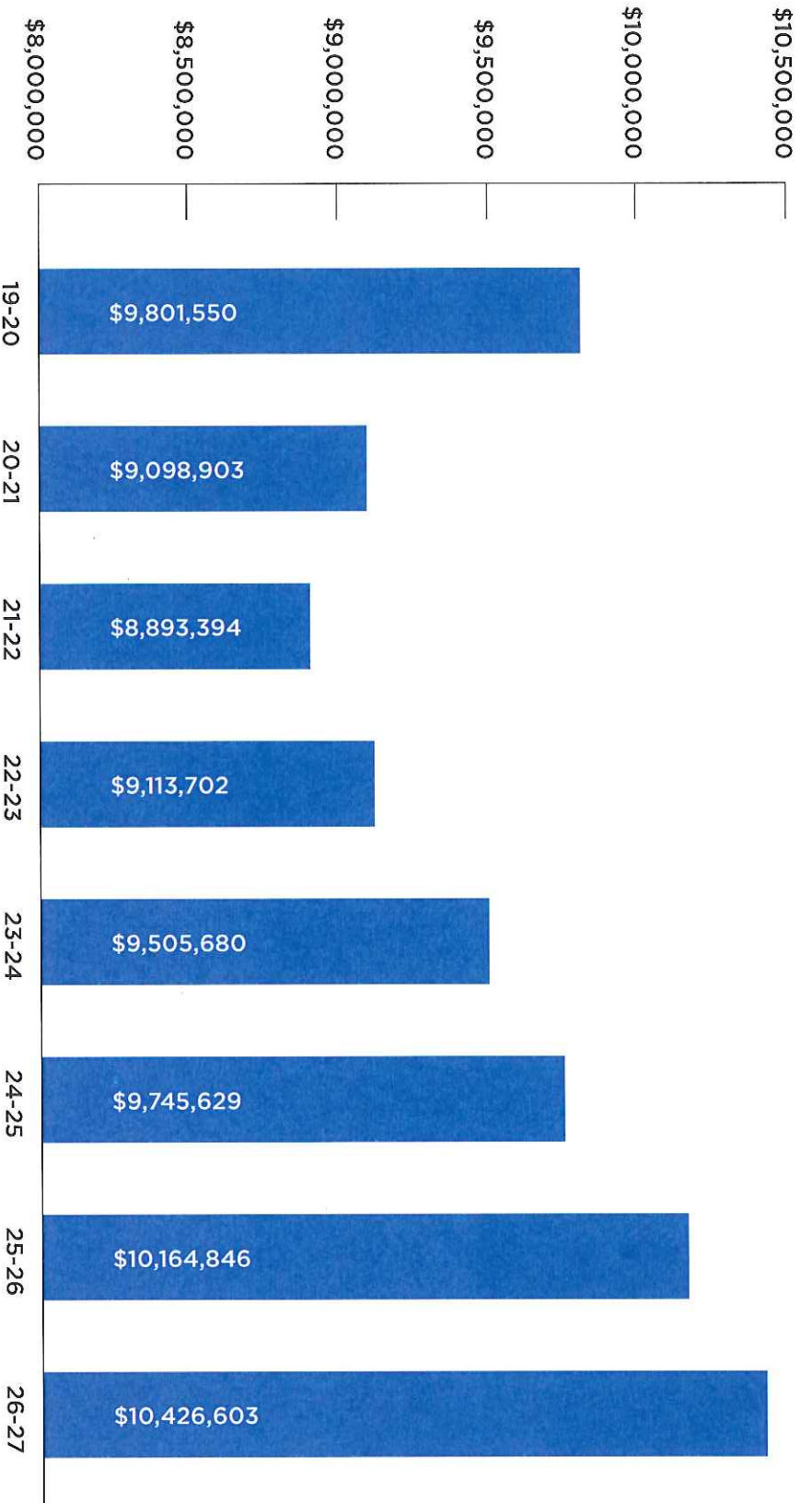
2017-18 ACTUAL	2018-19 ACTUAL	FTE	2019-20 BUDGET	DESCRIPTION	FTE	2020-21 PROPOSED
ORGANIZATION WIDE REQUIREMENTS						
18,900.00	19,500.00		21,000	7000-99-000 - Audit Expense		21,000
79,001.45	106,962.68		90,000	7005-99-000 - Insurance		120,000
7,692.94	8,838.03		8,000	7010-99-000 - Telephone		8,000
10,113.59	4,204.87		15,000	7016-11-000 - Outside Printing - PID		7,500
0.00	99.32		0	7020-25-000 - Postage - PACE		0
<u>11,946.20</u>	<u>10,386.19</u>		<u>15,000</u>	7020-99-000 - Postage		<u>15,000</u>
11,946.20	10,485.51		15,000	TOTAL POSTAGE		15,000
0.00	12.76		6,000	7030-17-000 - Supplies - Legal		1,000
0.00	7,261.37		15,000	7030-25-000 - Supplies - PACE		10,000
<u>24,204.26</u>	<u>27,532.66</u>		<u>25,000</u>	7030-99-000 - Supplies		<u>25,000</u>
24,204.26	34,806.79		46,000	TOTAL SUPPLIES		36,000
0.00	0.00		1,000	7033-09-000 - Non-Consumables - Executive		500
1,211.16	2,680.60		1,500	7033-10-000 - Non-Consumables - Labor		750
0.00	0.00		3,000	7033-11-000 - Non-Consumables - Communications		1,500
182.90	0.00		1,000	7033-12-000 - Non-Consumables - Legislative		500
0.00	245.00		1,000	7033-13-000 - Non-Consumables - Board Dev		500
0.00	680.40		1,000	7033-14-000 - Non-Consumables - Policy		500
5,165.90	1,303.82		15,000	7033-17-000 - Non-Consumables - Legal		5,000
0.00	0.00		3,000	7033-25-000 - Non-Consumables - PACE		1,500
<u>1,388.34</u>	<u>1,835.20</u>		<u>1,000</u>	7033-90-000 - Non-Consumables - Operations		<u>1,750</u>
7,948.30	6,745.02		27,500	TOTAL NON-CONSUMABLES		12,500
1,018.32	532.33		0	7040-99-000 - Letterhead and Envelopes		0
4,357.77	3,476.10		5,000	7045-99-000 - Paper		5,000
4,079.27	1,611.45		0	7055-17-000 - Copier - Legal		0
<u>22,439.29</u>	<u>22,390.26</u>		<u>34,000</u>	7055-99-000 - Copier		<u>25,000</u>
26,518.56	24,001.71		34,000	TOTAL COPIER		25,000
1,938.00	3,114.93		75,000	7060-99-000 - Equipment Purchase		75,000
270.00	1,154.00		1,000	7065-99-000 - Equipment Maintenance		1,000
12,480.25	25,102.24		20,000	7070-99-000 - Computer Software		20,000
42,190.92	41,247.64		34,000	7075-99-000 - Computer Hardware		34,000
59,709.27	76,798.00		16,850	7085-99-000 - Computer Maintenance and Licensing		16,850
33,575.02	19,752.20		60,000	7086-99-000 - Computer Subscription Services		60,000
0.00	82,150.00		0	7087-25-000 - Sub Contracts - Computer - PACE		0
<u>28,447.66</u>	<u>53,689.23</u>		<u>35,000</u>	7087-99-000 - Sub Contracts - Computer		<u>35,000</u>
28,447.66	135,839.23		35,000	TOTAL SUB CONTRACTS - COMPUTER		35,000
0.00	84,483.06		0	7090-15-000 - Miscellaneous Expense - Adjusting Entries		0
21,062.99	20,171.95		24,000	7090-99-000 - Miscellaneous Office Expense		24,000

OREGON SCHOOL BOARDS ASSOCIATION
 BUDGET EXPENDITURES
 2020-21

2017-18 ACTUAL	2018-19 ACTUAL	FTE	2019-20 BUDGET	DESCRIPTION	FTE	2020-21 PROPOSED
1,041.60	6,161.42		18,000	7090-99-005 - PACE NonBillable Expense		0
4,795.57	6,104.57		5,000	7090-99-010 - Miscellaneous Expense - Bank Charges		5,000
12,059.20	3,148.45		10,000	7095-99-000 - Staff Recruitment		10,000
136,422.47	217,207.42		125,000	7900-00-000 - Depreciation		225,000
<u>7,362,622.76</u>	<u>9,721,942.93</u>	<u>46.25</u>	<u>9,801,550</u>	TOTAL BUDGET REQUIREMENTS	<u>43.25</u>	<u>9,098,903</u>
			0			0



PROJECTED BUDGET



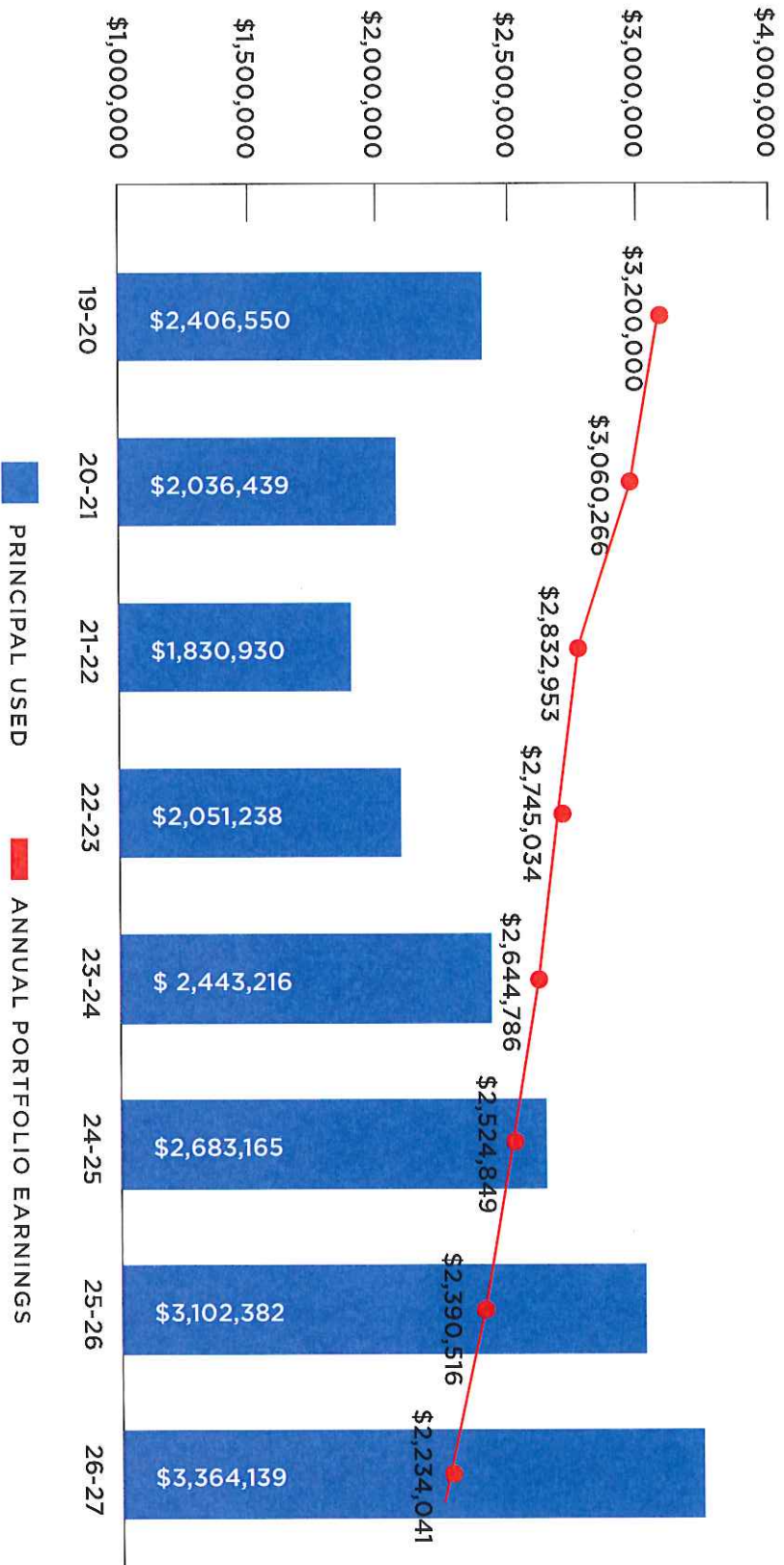
23.13% INCREASE OVER 8 YEARS

ASSUMPTIONS:

- Wages increased 2% annually except 2020-21
- PERS increased 4% biannually
- Insurance increased 8% annually
- HSA \$200,100 2020-21 then \$100,050 annually
- All other expenses increased 2% annually



EARNINGS VS. PRINCIPAL

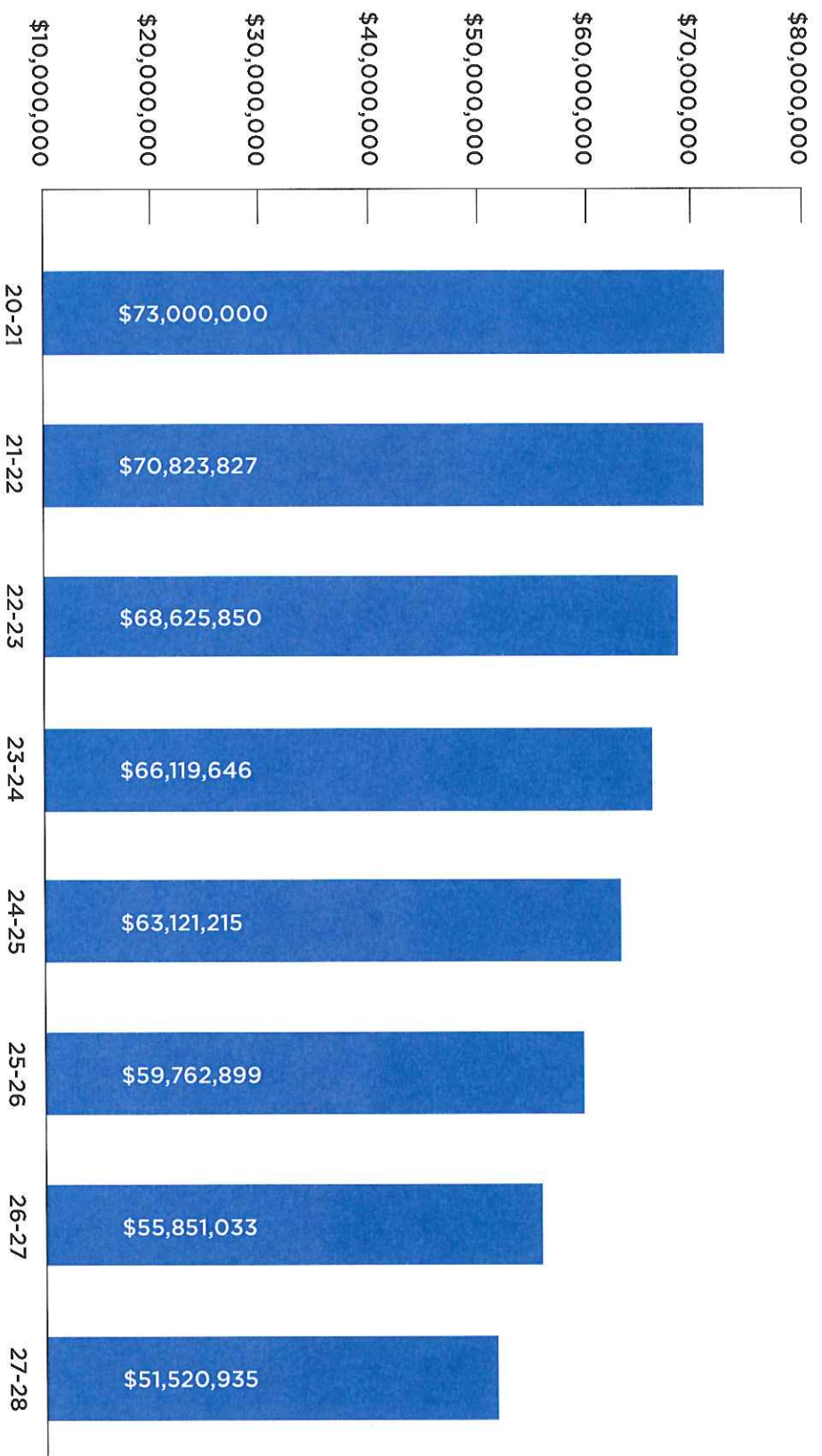


**\$965,959 ANNUAL DECREASE IN EARNINGS
BY END OF YEAR 8**

\$19,918,060 IN PRINCIPAL USED BY END OF YEAR 8

ASSUMPTIONS:

- Assumes 4% portfolio earnings with a goal of earning \$3.2 million annually
- Assumes no changes in stock market conditions



END OF YEAR PROJECTED PORTFOLIO VALUE

\$19,918,060 IN PRINCIPAL USED BY END OF YEAR 8

ASSUMPTIONS:

- Assumes no changes in stock market conditions