

AUG 10 2017

AR99660

Mr. David Stevenson  
Chief Superintendent of Schools  
Calgary Board of Education  
1221 - 8 Street SW  
Calgary AB T2R 0L4

Dear Mr. Stevenson:

I am following up on the Minister's June 9, 2017 letter to your board chair regarding the Calgary Board of Education's upcoming financial review.

In his letter, the Minister provided a general overview of the areas Education staff will be examining when they begin their on-site visit August 14, 2017, but he did not fully capture the scope of work required in the review. To that end, and to assist our staff as they collaborate on this work, I am attaching a more complete outline of the review's focus areas. Staff from both Alberta Education and the Calgary Board of Education have been preparing for the review over the past few weeks and have outlined the logic for the required scope of work.

Education views this operational review as an opportunity to provide both the ministry and your school division with baseline and benchmarking data that can generate evidence-based observations we can use to further strengthen service delivery to students. The scope of the work must therefore ensure that the resulting observations will be of value to the CBE, your communities and Alberta Education.

If you have any other questions, please contact Brad Smith, Executive Director, Strategic Financial Services, at [bsmith@gov.ab.ca](mailto:bsmith@gov.ab.ca) or 780-422-0920 (toll-free by first dialing 310-0000).

My staff and I look forward to working with CBE staff throughout the review process.

Sincerely,



Curtis Clarke, PhD  
Deputy Minister

Attachment

cc: Brad Grundy, Secretary Treasurer

**Calgary Board of Education**  
**Financial Review**  
**August 2017**

**Board System and Administration**

- Funding Allocation model
- Board of Trustees/Superintendent/Central Office/Departments
- Policies and procedures for travel, training, hosting, contract approval

**Capital**

- Administration building
- New schools
- Area offices

**Financial Information**

- Budget to actuals for the past five years
- Budget to actuals for the past five years on an administrative department basis
- Audited Financial Statement analysis

**Student Programming**

- Type, volume , location, enrollment of alternative programs, special education programs
- ECS programming
- Class sizes within alternative programs, special education programs
- Inclusive education allocation methods
- Program costs; types of programs, staffing of programs
- Student composition and related costs (ESL, FNMI, etc.)

**Transportation**

- Resources
  1. Transportation budget and actuals for past 3 years
  2. Staffing
  3. Routing Software
  4. Fees
- Program Delivery
  5. Policies/Administrative Procedures
  6. Walk limits
  7. Bell times
  8. Ride times
  9. Service levels for school programs offered
    - Yellow Bus
    - Transit
  10. Bus Routes
    - Cost analysis
    - Efficiency analysis

11. Special needs transportation

- Determination of service
- Evaluation of application process
- Service model
- Cost
- Efficiency

12. Customer satisfaction