

Preliminary Operating Budget



2011 - 2012

The Board of Education of
School District No. 39
(Vancouver)

1580 West Broadway
Vancouver, BC V6J 5K8

VSB Vancouver School Board

**THE BOARD OF EDUCATION
OF SCHOOL DISTRICT NO. 39 (VANCOUVER)
BRITISH COLUMBIA**

Patti Bacchus– Chairperson

Allen Blakey

Jane Bouey

Ken Clement

Ken Denike

Carol Gibson

Sharon Gregson

Mike Lombardi

Allan Wong

Steve Cardwell – Superintendent of Schools

Rick Krowchuk – Secretary Treasurer

PREFACE

The information provided in this document reflects the 2011/2012 Preliminary Budget of the Vancouver Board of Education (VBE).

This Operating Budget book includes the following information:

- expense and staffing information on a function and program basis,
 - the budget proposals approved by the Board of Trustees in May 2011, and
 - additional budget proposals approved by the Board of Trustees in June 2011.
-

2011/2012 OPERATING BUDGET

TABLE OF CONTENTS

	Page No.
1.0 Budget Overview	1 - 4
2.0 Five Year History	5 - 7
3.0 Board Approved Budget Changes – May, 2011	8 - 20
4.0 Expenses and Staffing by Program – Summary	21 - 23
4.1 Instruction	24
➤ Regular Instruction	25
➤ Career Preparation	25
➤ Library Services	26
➤ Counselling	26
➤ Special Education	27
➤ English as a Second Language	28
➤ Aboriginal Education	28
➤ School Administration	29
➤ Summer School	29
➤ Continuing Education	30
➤ Off-shore Students	30
4.2 District Administration	31
➤ Educational Administration	32
➤ School District Governance	32
➤ Business Administration	33
4.3 Operations and Maintenance	34
➤ Operations and Maintenance Administration	35
➤ Maintenance Operations	35
➤ Maintenance of Grounds	36
➤ Utilities	36
4.4 Transportation and Housing	37
➤ Student Transportation	38
5.0 Board Approved Budget Changes – June, 2011	39 - 40

1.0 BUDGET OVERVIEW

It is our collective responsibility as a school district to ensure the highest quality of learning experiences for all students, with a focus on student engagement, learning and development in a safe, inclusive environment. The 2011/2012 Preliminary Operating Budget provides funding for district programs and services based on the estimated September, 2011 student enrolment. This estimate assumed an increase of 406 FTE in school aged student enrolment, primarily due to the implementation of All-Day Kindergarten. The Operating Budget also includes the changes approved by the Board in May 2011. An Amended 2011/2012 Operating Budget will be approved by the Board by the end of February 2012 based on the actual enrolment as at September 30, 2011 plus any other known budget changes.

Section 2 of this report provides a five year history of operating expenses and student enrolment. Section 3 outlines the Board approved budget changes. Section 4 provides detail on expenses and staffing by program.

The following table summarizes the Preliminary Operating Budget for 2011/2012.

2011/2012 Preliminary Operating Budget	
	<u>\$ Million</u>
Revenue	484.4
Expenses	(486.5)
Interfund Transfers ^{a)}	(1.7)
Reduction of Unfunded Liability for Employee Future Benefits ^{b)}	(0.1)
Budgeted Prior Year Appropriated Surplus ^{c)}	3.9
	<u>(0.0)</u>

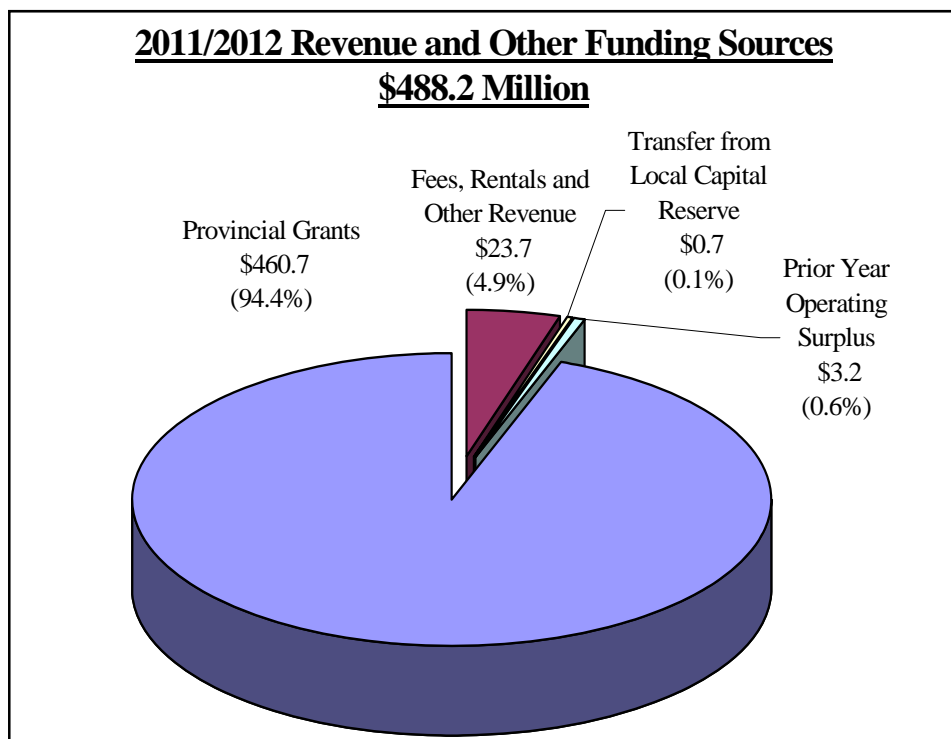
a) Includes Purchases of Capital Assets (\$1.2 million), Special Purpose Fund Salary Increases (\$0.4 million), and Repayment of funds borrowed to fund Energy Efficiency Projects (\$0.1 million).

b) Funding of obligations related to costs of future employee benefits, including retirement allowance, and death benefits.

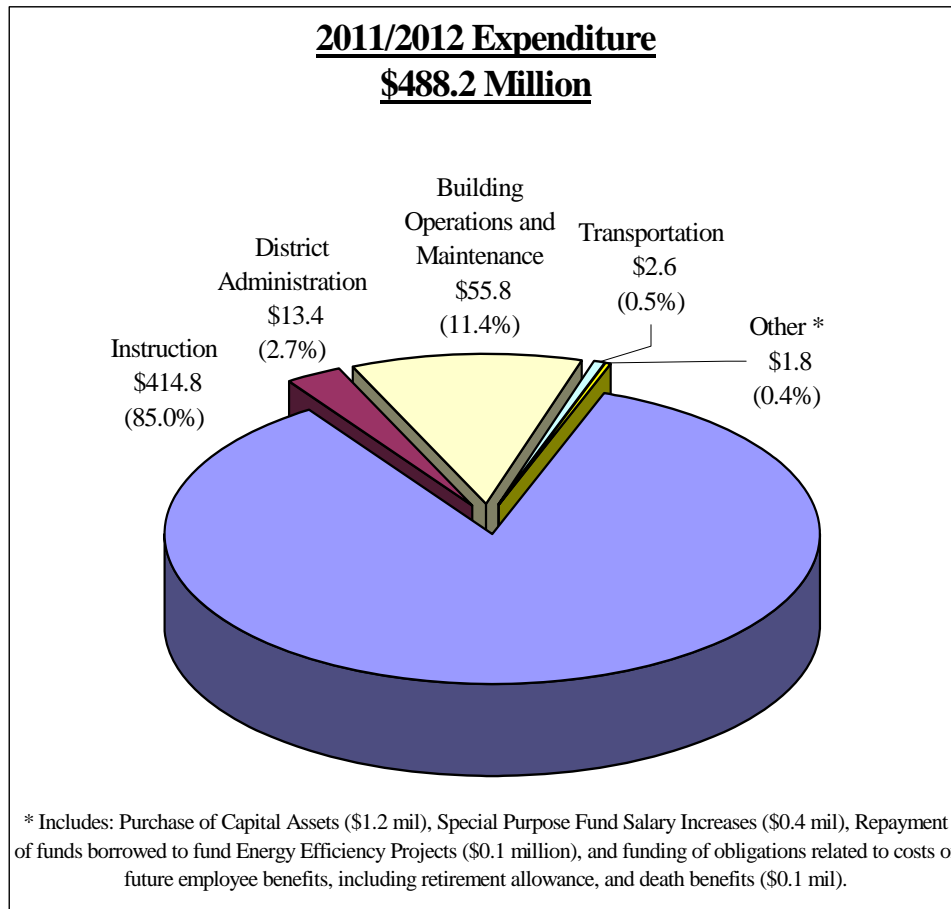
c) Funding for 2010/2011 estimated budget shortfall, including \$0.7 million transfer from LCR and \$3.2 million prior year operating surplus carried forward.

The major components of operating revenue and expenditure for 2011/2012 are outlined below.

2011/2012 REVENUE AND OTHER FUNDING SOURCES		\$ Million
Revenue		
Provincial Grants	\$	460.7
Fees, Rentals and Other Revenue		23.7
Transfer from Local Capital Reserve		0.7
Prior Year Operating Surplus		3.2
TOTAL REVENUE AND OTHER FUNDING SOURCES	\$	488.2

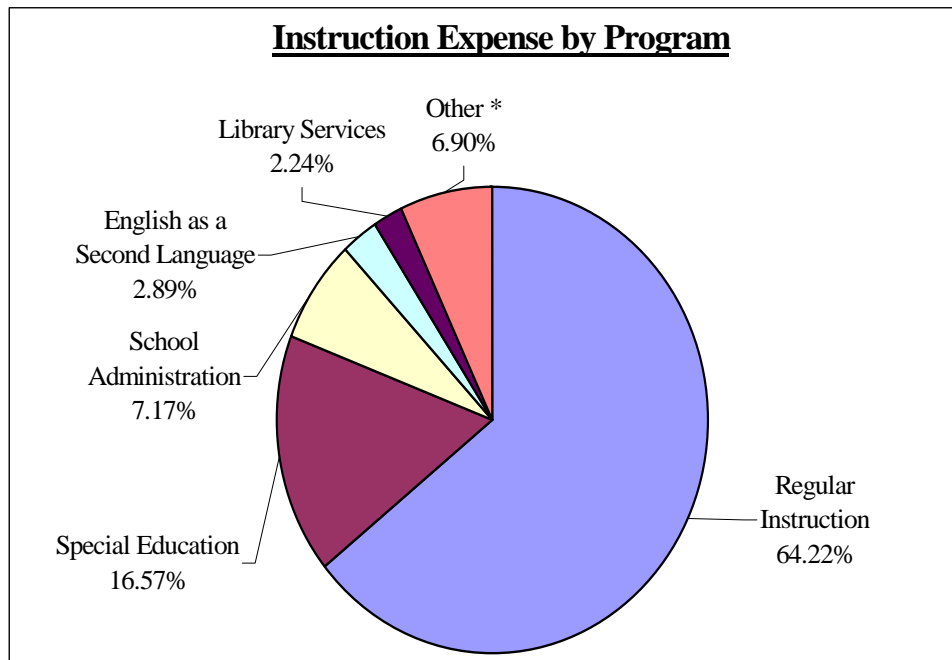


2011/2012 EXPENDITURE		\$ Million
Expense by Function		
Instruction	\$	414.8
District Administration		13.4
Building Operations and Maintenance		55.8
Transportation		2.6
	<u>\$</u>	<u>486.5</u>
Other *		1.8
TOTAL EXPENDITURE	\$	488.2



Operating expenses for instruction comprise 85.3% of the total budget and include salary and benefits for teachers, principals, vice-principals, educational assistants, support staff and other professional staff included in delivering educational programs, along with related supplies and services. The following table provides a summary of instruction expenses by program.

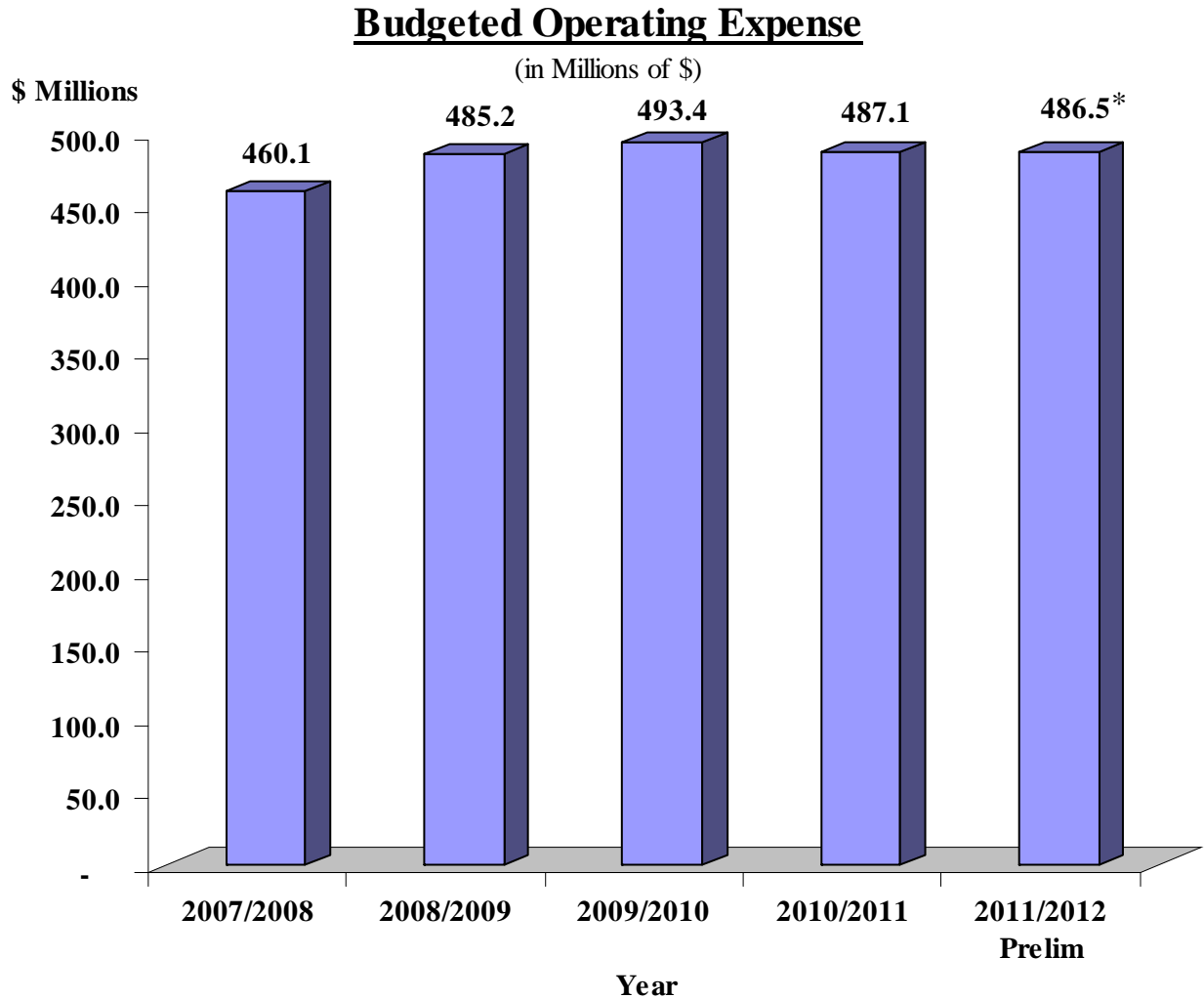
INSTRUCTION EXPENSE BY PROGRAM		\$ Million
Regular Instruction	\$	266.4
Special Education		68.7
School Administration		29.7
English as a Second Language		12.0
Counselling		11.1
Library Services		9.3
Off-shore Students		7.6
Continuing Education		2.2
Summer School		3.4
Aboriginal Education		2.6
Career Programs		1.7
TOTAL EXPENSE	\$	414.8



* Other: Counselling, Off Shore Students, Continuing and International Education, Summer School, Aboriginal Education, Career Programs, and Other

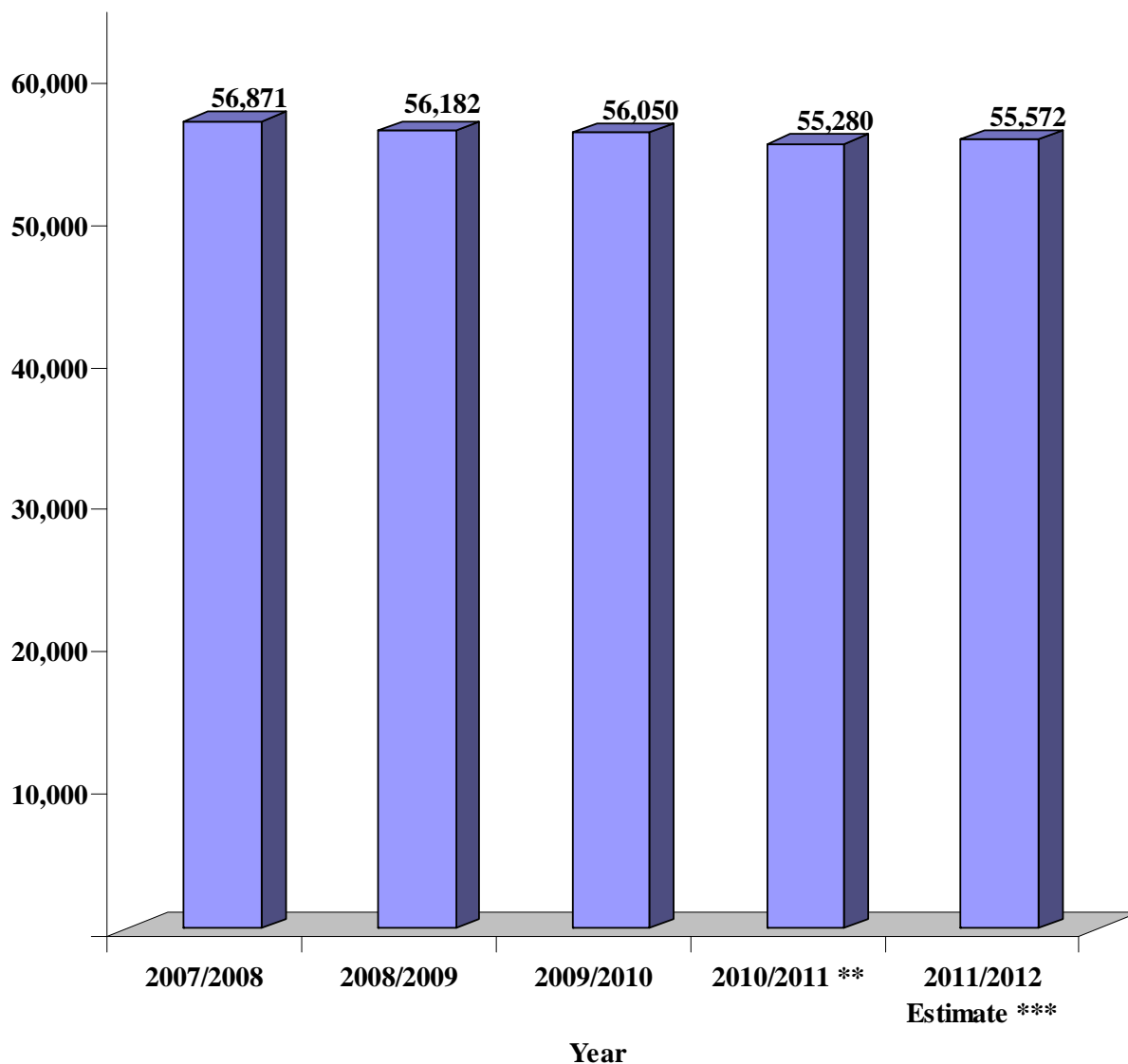
2.0 FIVE YEAR HISTORY

The following charts provide a historical perspective on operating expenses and enrolment over the last five years. Operating expenses have increased from \$460.1 million in 2007/2008 to \$486.5 million for 2011/2012. This represents an increase of 5.74% largely due to salary and other cost increases. Total enrolment for elementary, secondary and adult basic education students is estimated to decrease by 1,299 FTE students from 56,871 FTE in 2007/2008 to 55,572 FTE for 2011/2012. This represents a reduction of 2.29% over the five year period.



* Does not include expenditures from prior year appropriated surplus

Student Enrolment FTE *



* based on Funding Allocation System

* includes Ministry funding formula change to a program basis for Grades 10 to 12 in 2007/2008 to 2011/2012

* includes Elementary, Secondary, Adult Basic Education, and Distributed Learning September, February, and May enrolment

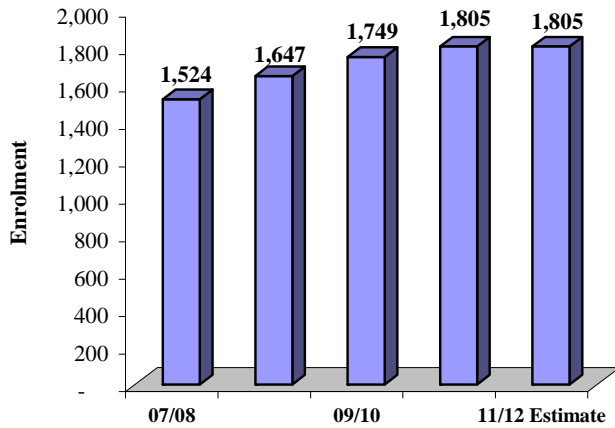
** does not reflect the impact of the general school aged enrolment audit

*** Estimated changes from 2010/2011 include:

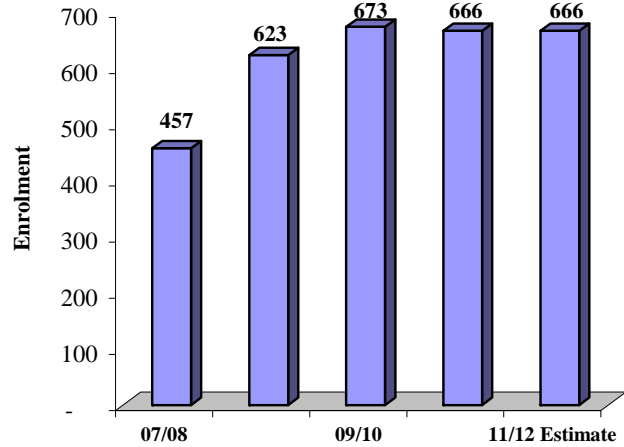
General school aged enrolment	-372
Half and All-Day Kindergarten enrolment	778
Continuing Education and Distributed Learning enrolment	-14
<u>On-going impact of the general school aged enrolment audit</u>	<u>-100</u>
Total Estimated Change	292

Special Programs Enrolment

Dependent Handicapped (Level 1) / Low Incidence-High Cost Special Programs (Level 2) *
(Headcount Based on 1701 Enrolment Report)



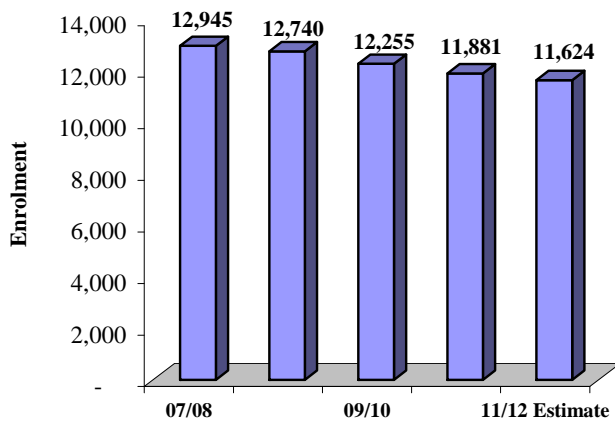
Severe Behaviour (Level 3) / High Incidence-Low Cost Special Programs **
(Headcount Based on 1701 Enrolment Report)



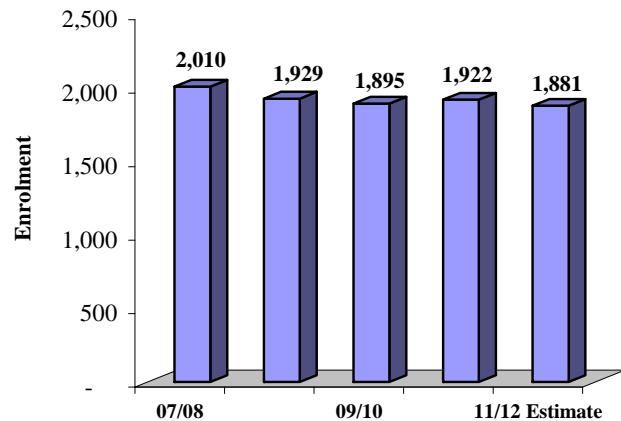
* Low Incidence-High Cost Special Programs include Moderate to Severe/Profound Intellectual Disabilities, Physical Disabilities or Chronic Health Impairments, Visual Impairment, Deaf or Hard of Hearing, and Autism.

** High Incidence-Low Cost Special Programs include Severe Learning Disabilities, Mild Intellectual Disabilities, Moderate Behaviour Disorders, and Rehabilitation.

English As a Second Language ***
(Funded FTE)



Aboriginal Education ***
(Headcount Based on 1701 Enrolment Report)



*** Includes both school age and adult enrolment.

3.0 BOARD APPROVED BUDGET CHANGES – MAY, 2011

A summary of the budget changes approved by the Board is outlined below. The subsequent pages describe these changes in detail.

Budget Changes	Staffing Impact		Budget Impact			
	Base	Reduction / (Addition)	Salaries and Benefits	Supplies	Revenue	Total
1 .0 District Administration						
1 .01 Board Approved - District Management Reorganization	105.7	8.00	451,851	(150,000)		301,851
1 .02 Reduction of Learning and Information Technology Supplies		-		123,228		123,228
1 .03 Reduction of Human Resources Staffing - MSDS Fetch	3.0	1.00	53,650			53,650
1 .04 Reduction of Human Resources Training Coordination	1.4	0.40	29,760			29,760
1 .05 Add District Reception and Placement Centre Staff	3.0	(1.00)	(65,710)			(65,710)
1 .06 Reduction of Purchasing Clerical Staff	8.3	0.50	31,580			31,580
1 .07 Printing Reorganization to Full Cost Recovery Model		-		200,000		200,000
1 .08 Payroll Casual Help Reduction		-	15,000			15,000
1 .09 Reduction in Postal and Courier Budget		-		40,000		40,000
1 .10 Introduce Electronic Pay Advices for all Employee Groups		-		39,400		39,400
1 .11 Integrate CIE Accounting Function with VBE Accounting	32.6	1.00	50,000			50,000
1 .12 Eliminate Analyst Programmer Position	4.0	1.00	72,443			72,443
1 .13 Eliminate Information Technology Support B Position	3.0	1.00	69,050			69,050
1 .14 One-time Reduction in Tools & Maintenance Supplies		-		100,000		100,000
1 .15 One-time Reduction in Equipment Repair and Replacement		-		260,000		260,000
1 .16 Reduction in Cafeteria Subsidies	43.2	3.00	100,000	100,000		200,000
1 .17 Employee Support Program		-	105,000			105,000
1 .18 Teacher Moves		-	(60,000)			(60,000)
Subtotal - District Administration		14.90	852,624	712,628	-	1,565,252
2 .0 Facilities						
2 .01 Reduce Utility Budgets with Savings from Current Energy Projects		-		50,000		50,000
2 .02 Portable Classroom Closure - Douglas Elementary	164.5	0.20	11,072	14,128		25,200
2 .03 Allocate Mileage Charges to Annual Facilities Grant Projects		-	550,000			550,000
2 .04 Facilities Division Administrative Cost Savings		-		22,500		22,500
2 .05 Reduce Custodial Budgets		-		80,000		80,000
2 .06 Reduce Vehicle Allowance Budget		-	20,000			20,000
2 .07 Partially Restore Interior Painting Program	17.0	5.00	375,000	52,500		427,500
2 .08 Repurpose Vacant School Space	164.5	2.75	152,240	47,760		200,000
Subtotal - Facilities		7.95	1,108,312	266,888	-	1,375,200
3 .0 Instruction						
3 .01 Reduction of Services and Supplies		-		90,580		90,580
3 .02 Eliminate Media Services	7.0	1.00	46,670	59,000		105,670
3 .03 Add Early Learning Coordinator		(1.00)	(96,200)			(96,200)
3 .04 Reconfiguration District Learning Staff	120.7	0.20	13,978			13,978
3 .05 Reduction of Summer School Teachers and Supplies	40.3	3.20	185,500	52,000		237,500
3 .06 Reduction of Continuing Education Casual and Advertising		-	33,540	20,000		53,540
3 .07 Adult Education - Teacher Assistants and Instructors	108.4	4.75	464,610			464,610
3 .08 Restructuring of Peer to Peer Program	3.0	-	-			-
3 .09 Reduction of Teaching Staff	25.0	-	-			-
3 .10 Reduction of School and Support B Positions	34.3	1.00	58,410			58,410
3 .11 Restore District Learning Services Staffing		(3.00)	(210,000)			(210,000)
3 .12 LIFT Program Coordinator		-	(30,000)			(30,000)
Subtotal - Instruction		6.15	466,508	221,580	-	688,088
4 .0 School Administration						
4 .01 Extra Clerical Staff Reduction	23.8	-	-			-
4 .02 School Administration - Vice Principal Reduction	21.3	0.60	171,336			171,336
Subtotal - School Administration		0.60	171,336	-	-	171,336
5 .0 Transportation						
5 .01 Reduction of Transportation Costs		-		150,000		150,000
Subtotal - Transportation		-	-	150,000	-	150,000
6 .0 Other						
6 .01 Board Approved - Sectoral Review		-		(300,000)		(300,000)
6 .02 Benefit Plans Surplus Withdrawal		-	1,700,000			1,700,000
6 .03 Board Approved - Transfer from LCR		-			675,000	675,000
6 .04 Board Approved - Local School Calendar		-	1,200,000			1,200,000
Subtotal - Other		-	2,900,000	(300,000)	675,000	3,275,000
7 .0 Revenue						
7 .01 Budget Holdback Release		-			1,000,000	1,000,000
7 .02 Implement Annual User Fee for Band and Strings		-			90,000	90,000
7 .03 Increase Education Centre Parking Revenue		-			70,000	70,000
7 .04 Enhanced Treasury Management		-			25,000	25,000
Subtotal - Revenue		-	-	-	1,185,000	1,185,000
Grand Total		29.60	5,498,780	1,051,096	1,860,000	8,409,876

1.0 District Administration

1.01 Board Approved – District Management Reorganization (8.00) FTE \$(301,851)

The reorganization of district management was implemented on April 6, 2011 and resulted in the elimination of eight management positions. Management overhead in support areas was reduced so that the Board can focus its investment in classrooms and school services. This includes estimated cost/savings for other positions that may be revaluated as a result of this reorganization. The net savings over the fifteen months ending June 30, 2012 are estimated to be \$0.3 million. Annual savings thereafter are estimated to be \$0.8 million.

1.02 Reduction of Learning and Information Technology (LIT) Supplies \$(123,228)

The instructional Program supplies budget of \$74,228 held by Learning and Information Technology (LIT) was eliminated. The removal of this budget means that LIT is not able to financially support any instructional programs through release time or direct provision of specific technology. LIT's computer hardware acquisition budget was also reduced by \$49,000. Given the need for upgrading core infrastructure across the district, this reduction further delays the implementation of appropriate technology in support of schools pending the development and funding of a district technology infrastructure upgrade program.

1.03 Reduction of Human Resources Staffing - MSDS Fetch (1.00) FTE \$(53,650)

Human Resources Staffing supporting the Material Safety Data Sheets (MSDS) system was reduced by 1 FTE. Duties were absorbed by the two remaining incumbents.

1.04 Reduction of Human Resources Training Coordination (0.40) FTE \$(29,760)

The part time HR training coordination position was eliminated and the position's duties were absorbed by other HR staff.

1.05 Add District Reception and Placement Centre Staff 1.00 FTE \$65,710

Cuts last year in the District Reception and Placement Centre resulted in the inability of staff remaining to do, in a timely way, placements and other important functions involving families. A person in an Office Support D position (CUPE) was hired to look after the management of the office staff and clerical functions to allow the professionals more time to work with families and school placements.

1.06 **Reduction of Purchasing Clerical Staff** (0.50) FTE \$(31,580)

This reduction was made possible by the implementation of ePro in all VBE sites. This position was reduced as part of the 2010/2011 budget effective January 1, 2011 (0.5 FTE). The position continues to be eliminated through 2011/2012 resulting in an additional 0.5 FTE savings.

1.07 **Printing Reorganization to Full Cost Recovery Model** \$(200,000)

The VBE Printing Department has been reorganized to operate on a cost recovery (breakeven) basis. This promotes more accountability for internal print and copying usage and gain efficiencies through improved technologies. Also an increase in external revenue is anticipated and the budget of the printing department has been under-spent in the last two years.

1.08 **Payroll Casual Help Reduction** \$(15,000)

Based on historical spending patterns the casual support budget allocated to the payroll department was reduced by \$15,000. As the use of casual staff varies greatly from year to year depending on a multitude of factors this budget might have to be restored in future years.

1.09 **Reduction in Postal and Courier Budget** \$(40,000)

The postal and courier budget was reduced by \$40,000. This may result in reduced service; however the postage and courier budget has been under spent in the last two years.

1.10 **Introduce Electronic Pay Advices for All Employee Groups** \$(39,400)

Currently we print a deposit advice for each employee each pay period. These are folded and stuffed into envelopes then sent to either their work location or mailed to their home address. We could provide this information on line for employees to access at any time.

This saves printing and mailing costs as well providing the information at least a day earlier. This is a much greener solution to informing employees of their pay and benefits, and gives the flexibility in the future of providing increased information. Also the time spent currently stuffing and distributing these forms can be used to provide better customer service.

1.11 **Integrate CIE Accounting Function with VBE Accounting** (1.00) FTE \$(50,000)

Transfer accounting functions currently performed in CIE to Accounting. Currently CIE employees perform a variety of accounting type functions, such as: issuance of refunds, reconciliation of bank statements, employee expense reimbursement. It is planned to engage in a review of accounting type activities performed in CIE with the aim to centralize these services under the Accounting department. It is estimated that the minimum savings would be the equivalent of one FTE or \$50,000.

1.12 **Eliminate Analyst Programmer Position** (1.00) FTE \$(72,443)

One position within the HRIS (Stargarden) support team was eliminated. This limits the ability to respond to user requests in a timely fashion and reduces the opportunity to innovate or provide new services associated with HR and payroll functions. The elimination of the position does not jeopardize the processing of payroll.

1.13 **Eliminate Information Technology Support B Position** (1.00) FTE \$(69,050)

One position within the Student Information System support team was eliminated. Services were maintained through a reassignment of duties within the LIT Application support team.

1.14 **One-time Reduction in Tools & Maintenance Supplies** \$(100,000)

The tools and maintenance supplies budgets in material services will be reduced to minimum levels for a one-year period. These budgets have been traditionally under-spent.

1.15 **One-time Reduction in Equipment Repair and Replacement** \$(260,000)

The Equipment Repair and Replacement budget to service the district was \$1.1 million in total. This budget was reduced by \$260,000 (about 25%) for a one year period to assess the impact.

1.16 **Reduction in Cafeteria Subsidies** (3.00) FTE \$(200,000)

3.0 FTE IUOE staff was reduced for a total of \$100,000 and another \$100,000 reduction in supply costs. The reduction in supply costs is to be achieved with cost efficiencies at all cafeteria locations and reduced subsidies for non-teaching cafeterias (Churchill, Killarney and Education Centre).

1.17 **Employee Support Program** \$(105,000)

An Employee Support Program was implemented in order to maintain workforce sustainability through early identification and proactive support for employees who may be struggling in the workplace. The intent of this program is to provide assistance early enough to reduce sick leave, absenteeism and replacement costs. A conservative estimate of the projected savings in staff replacement costs is \$105,000.

1.18 **Teacher Moves** \$60,000

Following the adoption of the Local School Calendar on May 11, 2011 the Board restored \$60,000 summer casual budget for moving teacher's own materials and boxes when they move or are transferred to a different classroom.

2.0 Facilities

2.01 Reduce Utility Budgets with Savings from Current Energy Projects \$(50,000)

Three major lighting upgrade projects are underway that have the potential for reducing electrical energy consumption by approximately 650,000 kWh.

- Point Grey 170,000 kWh
- Templeton 280,000 kWh
- Tupper 200,000 kWh (Sept. completion)

The total potential reduction in utility costs is estimated to be approximately \$50,000.

Reducing the overall energy consumption for the district helps to support the Boards' sustainability goals and reduces our carbon footprint.

2.02 Portable Classroom Closure – Douglas Elementary (0.20) FTE \$(25,200)

A development permit was submitted January 2011 for the Douglas Elementary seismic mitigation replacement building. The new school building is located east of the current school building.

In order to proceed with construction, the contractor required the site area where 4 portable classrooms were situated. School programs from the 4 portables were relocated into the main building by Summer, 2011.

This internal move was required to permit hand over of the central portion of the school site to the contractor (after anticipated project tender Fall 2011). The 4 portables were demolished and included in the capital project tender scope of work. Projected annual building maintenance and operations savings are estimated to be \$6,300 per portable.

2.03 Allocate Mileage Charges to Annual Facilities Grant (AFG) Projects \$(550,000)

All mileage reimbursement for trade employees was previously charged to the Operating Budget. However, 50% of the mileage being driven by Trades employees is for work out of the AFG budget, and should properly be charged to that budget as part of the project costs. This budget change reduces the available AFG budget by \$550K.

2.04 Facilities Division Administrative Cost Savings \$(22,500)

Facilities budgets have been reviewed and marginal decreases in contracted legal services, supplies, advertising and equipment have minimal impact on continued operations.

2.05 Reduce Custodial Budgets \$(80,000)

Although the cost for custodial supplies has continued to increase annually, various programs (e.g. hand dryer installation, lighting upgrades, floor finish program, equipment upgrades) have helped to reduce overall expenditures by an estimated \$55,000 annually. The budget for replacement of custodial equipment was also reduced by \$5,000.

The district re-tendered the contract for cleaning carpets and upholstery in the district. The bids came in lower than previously budgeted. In addition the district has been replacing carpets throughout the district with resilient flooring; reducing the overall amount of carpet requiring cleaning. Combined these resulted in budget savings of \$20,000.

2.06 **Reduce Vehicle Allowance Budget** **\$(20,000)**

Due to the consolidation and reallocation of some custodial positions which reduces the requirement for staff travel, the overall travel expense was reduced. The budget was reduced by \$20,000.

2.07 **Partially Restore Interior Painting Program** **(5.00) FTE** **\$(427,500)**

The interior painting program was cancelled entirely in the 2010/2011 school year. This budget change phases-in the reinstatement of the interior painting program over two years.

Appearance of most school facilities continues to visibly deteriorate, although some schools will be painted. This could lead to more graffiti, more vandalism, and give staff and students a very negative perception of their school. Some painted surfaces may start to peel and blister off. The current interior painting cycle is already some 29+ years.

2.08 **Repurpose Vacant School Space** **(2.75) FTE** **\$(200,000)**

District enrolment has declined since year 2000. The total building area of school facilities has remained relatively constant so district custodial services have had to be maintained, regardless of school student enrolment. Portions of some buildings could be considered for closure. The school continues to operate programs within the main part of the building so the VBE School Closure Policy would not be applicable. The intent is that building engineers are still responsible for overseeing the security and condition of the facilities but school access to the closed portion of the building would not be permitted. The closure of such facilities requires one-time facility work such as changing door locks, boarding windows, and adjusting mechanical systems to shut down operating mode and other classroom renovations. These one-time costs are funded from AFG. Projected operating savings are estimated at \$200,000.

3.0 **Instruction**

3.01 **Reduction of Services and Supplies** **\$(90,580)**

In District Learning Services funds were cut from existing budgets allocated for meetings (\$20,000 from release time, meaning meetings are scheduled for after school), publications (\$30,000 meaning fewer professional resources available), and funds consultants use to support teachers (\$17,500 meaning less time for release) for a total of \$67,500.

In Continuing and International Education a savings of \$13,900 was achieved by reducing a variety of supply items in the office of the Associate.

In Adult International Education, contracted services and international travel for recruitment was reduced by \$9,180. This decreases the production of translations, transcript evaluation, and decreases the VBE's visibility overseas, and might result in fewer applicants.

3.02 **Eliminate Media Services** **(1.00) FTE** **\$(105,670)**

The budget change included the elimination of one Media and Library Services shipper position. This position handled all shipments of resources to and from schools processed by the Media and Library Services team. The shipping responsibilities were assumed by Ed Centre shipping and receiving. Through a process of shifting media services delivery toward more video streaming and digitization, we expect to achieve savings of \$59,000 through reductions in supply and services budgets.

3.03 **Add Early Learning Coordinator** **1.00 FTE** **\$96,200**

A position was created to oversee and support the Early Learning programs in the district. With 18 Strong Start Centres plus Ready Set Learn and Welcome to Kindergarten in all the schools, there is a need to coordinate and support staff in schools who deliver the programs. It is also important for us to provide a strong position in our liaison work with other agencies so that we can add value to our programs and avoid overlapping of services.

3.04 **Reconfiguration of District Learning Staff** **(0.20) FTE** **\$(13,978)**

In order to provide support specific to the age of learners receiving ESL support within the district, a reconfiguration of the existing position was completed. The 1.0 FTE was removed and reallocated to 0.4 ESL Elementary Mentor / 0.4 ESL Secondary (see Budget Change 3.11 for further changes to DLS staffing).

The Pre-School teacher position was reduced to 0.4 FTE mentorship position. Following the adoption of the Local School Calendar on May 11, 2011 this position was restored to one FTE.

3.05	<u>Reduction of Summer School Teachers and Supplies</u>	(3.20) FTE	\$(237,500)
------	--	-------------------	--------------------

Summer School continues to operate in six (6) elementary schools and seven (7) secondary schools with some satellite centres. Expenditures were reduced by increasing the minimum class size to 16 for savings of \$169,000. Additional savings were achieved by reducing administrative supplies in the amount of \$35,000 and instructional supplies of \$17,000 for a total of \$52,000.

3.06	<u>Reduction of Continuing Education – Night School Casual and Advertising</u>		\$(53,540)
------	---	--	-------------------

The night school program continues to operate in five schools and the Education Centre. Savings were achieved by a reduction in CUPE 15 casual salaries of \$33,540 and a reduction in advertising of \$20,000. It is expected that these reductions will not have a significant effect on student registrations.

3.07	<u>Adult Education – Teacher Assistants and Instructors</u>	(4.75) FTE	\$(464,610)
------	--	-------------------	--------------------

Summer self-paced programming was reduced in all centres for July/August 2011. This results in some limitation on student choice for 6 week summer terms and no impact on continuing contracts for teaching staff (summer is optional work). Establish 19 as a minimum class size. This results in some impact on teaching/learning conditions and has a greater impact on teachers with low seniority.

In the preliminary budget proposals the minimum class size for adult education was proposed to be 20 resulting in savings of \$0.93 million and a reduction of 9.5 FTE. On May 5, 2011, Local Capital Reserve funds (Budget Change 6.03) was used for the reduction of the class size minimum from 20 to 19.

3.08	<u>Restructuring of the Peer to Peer Program</u>		
------	---	--	--

In the preliminary budget proposals the Peer to Peer program was proposed to be restructured resulting in the reduction of one teaching position. Following the adoption of the Local School Calendar on May 11, 2011 this proposal was restored.

3.09	<u>Reduction of Teaching Staff</u>		
------	---	--	--

In the preliminary budget proposals the 25 FTE used to manage class size/class composition (CSCC) issue at the secondary school level was proposed to be reduced by 7 FTE. Following the adoption of the Local School Calendar on May 11, 2011 this proposal was restored.

3.10	<u>Reduction of School and Support B Positions</u>	(1.00) FTE	\$(58,410)
------	---	-------------------	-------------------

In the preliminary budget proposals it was proposed to reduce support staff allocated to Special Education Program classes by three positions. Following the adoption of the Local School Calendar on May 11, 2011 this proposal was partially restored.

3.11 **Additional District Learning Services Staff** **3.00 FTE** **\$210,000**

On May 5, 2011, Local Capital Reserve funds (Budget Change 6.03) was used for the restoration of 3 FTE teaching consulting positions eliminated in previous years.

3.12 **LIFT Program Coordinator** **\$30,000**

Following the adoption of the Local School Calendar on May 11, 2011, \$30,000 was allocated to the LIFT program for program coordination.

4.0 **School Administration**

4.01 **Extra Clerical Reduction**

In the preliminary budget proposals it was proposed to eliminate extra clerical positions (6.8 FTE) at the elementary level except for those schools requiring an employee with a certified first aid certificate (OFA2). Following the adoption of the Local School Calendar on May 11, 2011 the 6.8 FTE extra clerical were restored for additional annual costs of \$309,196.

4.02 **School Administration – Vice Principal Reduction**

School Administrators	(3.00) FTE	\$(339,240)
Teachers	2.4 FTE	167,904
	(0.60) FTE	\$(171,336)

The budget for school based administration was reduced by allocating Vice Principals only to schools that have a student population that exceeds the board approved thresholds. Carleton and Sexsmith will not have a Vice Principal in 2011/2012

5.0 Transportation

5.01 Reduction of Transportation Costs **\$(150,000)**

The transportation budget was reduced by \$250,000. In order to implement this reduction notification was given to parents at a time which allowed them to make alternate plans for the fall of 2011. All of the categories have been reviewed - but require a commitment in order to execute the reductions recommended. Bus passes have been eliminated unless students' family is in extreme hardship. Taxi and mileage expenses will be reduced.

Students in catchment, attending their neighbourhood school, or whose parents have gone cross boundary purely by choice and not by necessity should not be eligible for bus services. We will continue to treat each case with individual consideration with respect to parents' ability to manage transportation for their child and undue financial hardship.

In the preliminary budget proposals the transportation budget was proposed to be reduced by \$250,000. Following the adoption of the Local School Calendar on May 11, 2011 the proposed reduction was revised to \$150,000.

6.0 Other

6.01 **Board Approved – Sectoral Review** **\$300,000**

On December 14, 2010, the Board directed staff to immediately initiate a process to develop a comprehensive plan for sectoral reviews across the school district. The Sectoral Review is a comprehensive analysis of specific regions of the school district conducted through a public engagement process. The aim of the sectoral review is to ensure that all students have inclusive and equal access to a broad range of quality education programs and services, while at the same time determining the best possible use of available resources within each sector across the city. The approximate timeline for the sectoral reviews is April 2011 to March 2012. The estimated cost for completing the sectoral review is \$300,000.

6.02 **Benefit Plans Surplus Withdrawal** **\$(1,700,000)**

Surpluses accumulated in Board funded benefit plans were withdrawn and shared employee contributory plans is on premium holiday. The proposed premium refunds and premium holiday is conservative. All of the plans will retain the mandatory reserves and an additional claims fluctuation reserves.

6.03 **Board Approved – Transfer of Funds from the Local Capital Reserve** **\$(675,000)**

On May 5, 2011, the Board approved the transfer of \$675,000 from the Local Capital Reserve to the operating fund for 2011/2012.

6.04 **Board Approved – Local School Calendar** **\$(1,200,000)**

On May 11, 2011, the Board approved a Local School Calendar for 2011/2012. The calendar, based on a similar one used in 2010/2011, includes 10 school closure days. The closure days include 5 days added to spring break resulting in a two-week spring break and 5 days added elsewhere through the year. It is estimated that the implementation of this calendar will result in savings of \$1.2 million.

7.0 Revenue

7.01 **Budget Holdback Release** **\$(1,000,000)**

An estimate for a potential release of provincial holdback funds was included in the 2011/2012 budget. The provincial holdback funds accommodate unanticipated enrolment growth and are distributed through the school year as enrolment counts are determined.

7.02 **Implement Annual User Fee for Band and Strings** **\$(90,000)**

The Itinerant Band and Strings Program currently operate in 37 schools. More than 3,400 students in those schools participate in what is essentially an extra-curricular program. Students attend before school, after school, or are pulled from the regular programming in the school.

Families are charged a nominal fee of \$25.00 per year to support the program. The fee could be paid over the year to assist families. No child would be denied access to the program because of his or her inability to pay the fee.

Other measures which may reduce costs of the program include asking large schools to offer the program as teacher preparation time, and amalgamating or closing small programs. No figure can be attached to these savings until sign-up and staffing for this year is known. Whatever savings are achieved through these measures can support the waiving of fees noted above.

7.03 **Increase Education Centre Parking Revenue** **\$(70,000)**

Monthly fees for internal parkers at the Education Centre have not been increased since the parkade was opened in 1998. In 2011/2012 fees have been increased by \$10.00 per month from \$43.86 to \$53.86. Fees are still less than those charged in surrounding parkades. This increases VBE revenue by \$10,000 per year as the net proceeds from the Education Centre parkade accrues to the VBE. It is anticipated the Education Centre parking fees will be increased to market rates over time.

Validated parking was also significantly restricted. Each School Principal/Annex Vice Principal will be provided 10 tickets for the year. Other books will be provided to district departments on a very limited basis. There will be no overflow at the Chapters' parkade. Carpooling and scheduling meetings at schools will be encouraged.

7.04 **Enhanced Treasury Management** **\$(25,000)**

Dedicate one Accounting staff person to manage treasury functions within the district. Improved cash flow management to eliminate credit card interest charges and increase interest and investment income within the current Investment Policy is estimated to save \$25,000.

4.0 EXPENSES AND STAFFING BY PROGRAM

This section provides expenses and staffing detail with respect to the 2011/2012 Preliminary Budget. Information is organized based on the function, program and object of expenditure structures established by the Ministry of Education.

The following table provides summary information by function, program and object of expenditure for 2011/2012 Preliminary Budget and by function and program for 2011/2012 Base Budget. Further information is shown for each function and program outlining the program description and major changes in expenditures and staffing included in the 2011/2012 Preliminary Budget.

A description of each function and program is included on the following pages. The object of expenditure categories include the following:

OBJECT OF EXPENSE CATEGORIES	
Salaries	- Gross amounts paid to employees as salary, vacation pay, termination pay and administrative allowances for services rendered.
Teachers	- Salaries paid to certified teachers excluding superintendents, principals, vice-principals and directors of instruction.
Principals and Vice Principals	- Salaries paid to principals, vice-principals and directors of instruction.
Educational Assistants	- Salaries paid to educational assistants, teacher assistants and child care workers.
Support Staff	- Salaries paid to administrative staff and support staff other than principals and vice-principals.
Other Professional	- Salaries paid to superintendents, associate superintendents, secretary-treasurers, trustees and any other board employee who is excluded from a union agreement.
Substitutes	- Salaries paid to individuals who substitute for regular staff while the regular staff is absent.
Employee Benefits	- The amounts paid on behalf of employees for an earned contributed benefit or for miscellaneous allowances.
Services and Supplies	- Expenditures incurred to perform various services or for supplies and materials for the school district.

**4.0 EXPENSES AND STAFFING BY PROGRAM - SUMMARY
2011/2012 PRELIMINARY BUDGET**

FUNCTION	110		105		123		120		130		140	
	FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
1. INSTRUCTION												
1.02 Regular Instruction	2,386.45	180,856,299	55.05	5,339,777	39.65	2,087,597	351.65	7,559,056	11.32	1,009,175	2,844.12	203,909,980
1.03 Career Programs	8.94	692,343	9.00	398,106	9.00	398,106	3.00	125,598	1.00	86,617	21.94	1,320,697
1.07 Library Services	81.04	6,102,292	1.75	70,972	1.75	70,972	7.59	397,138	99		90.38	6,809,083
1.08 Counselling	112.21	8,769,637									112.21	8,796,071
1.10 Special Education	345.97	26,359,775	1.00	116,799	726.81	26,976,187	2.40	128,706	1.00	86,617	1,077.18	54,078,352
1.30 English as a Second Language	108.26	8,093,043	1.00	116,805	20.90	957,639	4.00	185,906			134.16	9,491,905
1.31 Aboriginal Education	10.00	751,443	1.00	105,796	22.60	1,033,544	1.00	40,525			13.060	1,944,368
1.41 School Administration			130.24	14,327,686			197.75	8,693,667	1.62	136,595	329.60	23,342,614
1.60 Summer School	37.14	1,806,230			0.50	73,440	9.00	370,013	0.25	35,413	46.89	2,515,912
1.61 Continuing Education			0.91	62,700			11.30	727,253	1.45	472,723	13.66	1,262,676
1.62 Off Shore Students	58.75	4,593,621			1.70	77,673	5.20	284,434	3.25	282,543	68.90	5,356,356
Total Function 1	3,148.76	238,024,683	189.20	20,289,924	822.91	31,675,158	592.89	18,512,296	19.89	2,109,782	4,773.65	318,828,014
4. DISTRICT ADMINISTRATION												
4.11 Educational Administration	1.00	86,633	2.00	252,036			9.14	486,462	11.03	1,305,434	23.18	2,130,565
4.40 School District Governance							0.90	52,616	9.48	264,390	10.38	317,006
4.41 Business Administration							52.36	2,739,524	34.64	3,051,114	87.00	5,790,638
Total Function 4	1.00	86,633	2.00	252,036			62.40	3,278,602	55.16	4,620,938	120.55	8,238,209
5. OPERATIONS AND MAINTENANCE												
5.41 Operations & Maintenance Administration							10.00	456,900	16.85	1,495,516	26.85	2,091,848
5.50 Maintenance Operations							528.64	26,524,905	9.87	801,470	538.51	27,363,680
5.52 Maintenance of Grounds							62.92	2,978,397	2.54	210,164	65.45	3,188,561
5.56 Utilities										767		767
Total Function 5							601.56	29,960,202	29.25	2,507,917	630.81	32,644,856
7. TRANSPORTATION AND HOUSING												
7.70 Student Transportation							1.00	40,523			1.00	40,523
Total Function 7							1.00	40,523			1.00	40,523
Total Functions	3,149.76	238,111,316	191.20	20,541,960	822.91	31,675,158	1,257.85	51,791,623	104.30	9,238,637	5,526.01	359,751,602

**4.0 EXPENSES AND STAFFING BY PROGRAM - SUMMARY
2011/2012 PRELIMINARY BUDGET**

FUNCTION 1. INSTRUCTION	200		300-500		2010/2011		2010/2011			
	EMPLOYEE BENEFITS BUDGET	FTE	TOTAL SALARIES AND BENEFITS BUDGET	SERVICES AND SUPPLIES BUDGET	TOTAL PRELIM BUDGET	FTE	TOTAL BASE BUDGET		BOARD APPROVED CHANGES	
							BUDGET	FTE	BUDGET	FTE
1.02 Regular Instruction	51,740,056	2,844.12	255,650,036	10,716,400	2,844.12	266,366,436	2,851.64	269,539,759	(7.52)	(3,173,323)
1.03 Career Programs	335,113	21.94	1,655,810	79,289	21.94	1,735,099	21.94	1,749,174		(14,075)
1.07 Library Services	1,727,795	90.38	8,536,818	764,060	90.38	9,300,878	91.10	9,497,074	(0.72)	(196,196)
1.08 Counselling	2,231,912	112.21	11,027,983	64,401	112.21	11,092,384	112.21	11,149,092		(56,708)
1.10 Special Education	13,721,824	1,077.18	67,800,176	943,716	1,077.18	68,743,892	1,077.18	69,352,546		(608,654)
1.30 English as a Second Language	2,408,473	134.16	11,900,378	79,091	134.16	11,979,469	132.36	11,930,921	1.80	48,548
1.31 Aboriginal Education	493,363	34.60	2,437,731	136,465	34.60	2,574,196	34.60	2,582,502		(8,306)
1.41 School Administration	5,922,948	329.60	29,265,562	465,375	329.60	29,730,937	331.03	30,277,786	(1.42)	(546,849)
1.60 Summer School	638,387	46.89	3,154,299	289,183	46.89	3,443,482	50.39	3,759,480	(3.50)	(315,998)
1.61 Continuing Education	320,391	13.66	1,583,067	569,549	13.66	2,152,616	14.76	2,256,294	(1.10)	(103,678)
1.62 Off Shore Students	1,359,120	68.90	6,715,476	917,221	68.90	7,632,697	69.20	7,782,643	(0.30)	(149,946)
Total Function 1	80,899,322	4,773.65	399,727,336	15,024,750	4,773.65	414,752,086	4,786.41	419,877,271	(12.76)	(5,125,185)
4. DISTRICT ADMINISTRATION										
4.11 Educational Administration	540,609	23.18	2,671,174	1,485,211	23.18	4,156,385	24.81	4,213,054	(1.63)	(56,669)
4.40 School District Governance	80,437	10.38	397,443	463,671	10.38	861,114	10.47	508,568	(0.08)	352,546
4.41 Business Administration	1,469,315	87.00	7,259,953	1,076,581	87.00	8,336,534	91.91	8,950,705	(4.92)	(614,171)
Total Function 4	2,090,361	120.55	10,328,570	3,025,463	120.55	13,354,033	127.19	13,672,327	(6.63)	(318,294)
5. OPERATIONS AND MAINTENANCE										
5.41 Operations & Maintenance Administration	530,785	26.85	2,622,633	2,053,909	26.85	4,676,542	27.85	4,810,010	(1.00)	(133,468)
5.50 Maintenance Operations	6,943,252	538.51	34,306,932	3,891,702	538.51	38,198,634	547.57	39,246,985	(9.05)	(1,048,351)
5.52 Maintenance of Grounds	809,064	65.45	3,997,625	790,224	65.45	4,787,849	65.61	4,824,116	(0.15)	(36,267)
5.56 Utilities	195		962	8,124,293		8,125,255		8,241,895		(116,640)
Total Function 5	8,283,296	630.81	40,928,152	14,860,128	630.81	55,788,280	641.02	57,123,006	(10.20)	(1,334,726)
7. TRANSPORTATION AND HOUSING										
7.70 Student Transportation	10,282	1.00	50,805	2,515,743	1.00	2,566,548	1.00	2,716,790	(0.00)	(150,242)
Total Function 7	10,282	1.00	50,805	2,515,743	1.00	2,566,548	1.00	2,716,790	(0.00)	(150,242)
Total Functions	91,283,261	5,526.01	451,034,863	35,426,084	5,526.01	486,460,947	5,555.61	493,389,394	(29.60)	(6,928,447)

10/11 Net Impact of 11/12 Board Approved District Management Reorganization 427,447
11/12 Board Approvals - Increase in Revenues (1,185,000)
11/12 Board Approvals - Reduction in Capital Purchases (49,000)
11/12 Board Approvals - Transfer from the Local Capital Reserve to Operating (675,000)
(8,410,000)

4.1 INSTRUCTION

This function incorporates all programs related to the instruction of students. Salaries, employee benefits, services and supplies are charged to the following individual programs within this function.

- Regular Instruction
- Career Preparation
- Library Services
- Counselling
- Special Education
- English as a Second Language
- Aboriginal Education
- School Administration
- Summer School
- Continuing Education
- Off-shore Students
- Other

Detail with respect to each of the above programs is contained in the following pages.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	3,148.76	238,024,683	3,126.49	232,536,036
Principals and Vice Principals	189.20	20,289,924	191.80	20,659,091
Educational Assistants	822.91	31,675,158	807.01	31,115,679
Support Staff	592.89	18,512,296	597.45	18,650,825
Other Professionals	19.89	2,109,782	19.95	2,074,065
Substitutes		8,216,171		10,567,421
Total Salaries	4,773.65	318,828,014	4,742.70	315,603,117
Employee Benefits		80,899,322		80,655,937
Total Salaries and Benefits	4,773.65	399,727,336	4,742.70	396,259,054
Services and Supplies		15,024,750		15,539,654
Total Annual Budget	4,773.65	414,752,086	4,742.70	411,798,708

REGULAR INSTRUCTION

This program comprises all regular instruction costs for Kindergarten to Grade 12. Adults, Continuing Education, Correspondence and Home Schooling education costs are also included, as well as the regular instruction component of all special programs offered in segregated classrooms.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	2,386.45	180,856,299	2,349.36	175,091,261
Principals and Vice Principals	55.05	5,339,777	44.48	4,398,006
Educational Assistants	39.65	2,087,597	39.65	2,121,020
Support Staff	351.65	7,559,056	355.65	7,764,961
Other Professionals	11.32	1,009,175	10.31	840,065
Substitutes		7,058,076		9,010,540
Total Salaries	2,844.12	203,909,980	2,799.45	199,225,853
Employee Benefits		51,740,056		50,924,783
Total Salaries and Benefits	2,844.12	255,650,036	2,799.45	250,150,636
Services and Supplies		10,716,400		11,333,167
Total Annual Budget	2,844.12	266,366,436	2,799.45	261,483,803

CAREER PREPARATION

This program includes costs related to providing Career Preparation, Co-op and Apprenticeship courses. Additional costs would include work experience arrangements directly relating to this program and clerical support assigned to this program.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	8.94	692,343	9.70	738,064
Principals and Vice Principals				
Educational Assistants	9.00	398,106	9.00	366,533
Support Staff	3.00	125,598	3.00	124,523
Other Professionals	1.00	86,617	1.00	85,957
Substitutes		18,033		54,408
Total Salaries	21.94	1,320,697	22.70	1,369,485
Employee Benefits		335,113		350,124
Total Salaries and Benefits	21.94	1,655,810	22.70	1,719,609
Services and Supplies		79,289		82,671
Total Annual Budget	21.94	1,735,099	22.70	1,802,280

LIBRARY SERVICES

This program includes costs of activities directly relating to the operation of a Library Resource Centre at a school or district level. Costs related to personnel responsible for circulating, cataloguing and maintaining resource materials would all be included in this program.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	81.04	6,102,292	82.81	6,158,939
Principals and Vice Principals				
Educational Assistants	1.75	70,972	1.75	72,989
Support Staff	7.59	397,138	8.16	405,227
Other Professionals		99	0.15	12,894
Substitutes		238,582		316,968
Total Salaries	90.38	6,809,083	92.87	6,967,017
Employee Benefits		1,727,735		1,781,195
Total Salaries and Benefits	90.38	8,536,818	92.87	8,748,212
Services and Supplies		764,060		845,922
Total Annual Budget	90.38	9,300,878	92.87	9,594,134

COUNSELLING

This program includes costs of activities directly relating to counselling which would include assisting students in obtaining educational requirements for post secondary and career goals, general counselling of students' emotional needs and providing advice to parents and teaching staff.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	112.21	8,769,637	113.81	8,732,476
Principals and Vice Principals				
Educational Assistants				
Support Staff				
Other Professionals				
Substitutes		26,434		37,028
Total Salaries	112.21	8,796,071	113.81	8,769,504
Employee Benefits		2,231,912		2,230,286
Total Salaries and Benefits	112.21	11,027,983	113.81	10,999,790
Services and Supplies		64,401		63,232
Total Annual Budget	112.21	11,092,384	113.81	11,063,022

SPECIAL EDUCATION

This program includes costs related to providing additional specialized support for the following services or students:

- Learning Assistance Services
- Special Health Services
- Severe Behaviour
- High Incidence / Low Cost (Moderate Handicapped)
- Low Incidence / High Cost (Severe Handicapped)
- Dependent Handicapped
- Gifted
- Hospital / Homebound
- Identification / Planning

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	345.97	26,359,775	341.64	25,743,395
Principals and Vice Principals	1.00	116,799	1.00	105,792
Educational Assistants	726.81	26,976,187	710.91	26,413,673
Support Staff	2.40	128,706	2.40	98,122
Other Professionals	1.00	86,617	1.00	85,957
Substitutes		410,268		561,636
Total Salaries	1,077.18	54,078,352	1,056.95	53,008,575
Employee Benefits		13,721,824		13,548,598
Total Salaries and Benefits	1,077.18	67,800,176	1,056.95	66,557,173
Services and Supplies		943,716		845,514
Total Annual Budget	1,077.18	68,743,892	1,056.95	67,402,687

ENGLISH AS A SECOND LANGUAGE

This program includes the additional costs related to providing educational programs to students whose use of English is sufficiently different from standard English as to prevent that student from reaching his or her potential.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	108.26	8,093,043	131.23	9,741,416
Principals and Vice Principals	1.00	116,805	1.00	115,205
Educational Assistants	20.90	957,639	20.90	958,725
Support Staff	4.00	185,906	3.00	136,343
Other Professionals				
Substitutes		138,512		185,545
Total Salaries	134.16	9,491,905	156.13	11,137,234
Employee Benefits		2,408,473		2,839,707
Total Salaries and Benefits	134.16	11,900,378	156.13	13,976,941
Services and Supplies		79,091		33,079
Total Annual Budget	134.16	11,979,469	156.13	14,010,020

ABORIGINAL EDUCATION

This program includes the additional direct costs related to providing Aboriginal Language and Culture Programs, Aboriginal Support Service Programs, or another Aboriginal Education Program that has the written permission of the Aboriginal community.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	10.00	751,443	10.01	750,797
Principals and Vice Principals	1.00	105,796	1.00	105,730
Educational Assistants	22.60	1,033,544	22.60	1,031,626
Support Staff	1.00	40,525	1.00	40,461
Other Professionals				
Substitutes		13,060		16,196
Total Salaries	34.60	1,944,368	34.61	1,944,810
Employee Benefits		493,363		497,212
Total Salaries and Benefits	34.60	2,437,731	34.61	2,442,022
Services and Supplies		136,465		122,836
Total Annual Budget	34.60	2,574,196	34.61	2,564,858

SCHOOL ADMINISTRATION

This program includes costs directly related to administering both instructional and business activities at the school level. It also includes the salary and benefits of principals and vice-principals related to administrative duties and the total salary and benefits of school support staff.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals	130.24	14,327,686	143.41	15,651,473
Educational Assistants				
Support Staff	197.75	8,693,667	197.79	8,650,922
Other Professionals	1.62	136,595	1.79	160,117
Substitutes		184,666		209,263
Total Salaries	329.60	23,342,614	342.99	24,671,775
Employee Benefits		5,922,948		6,307,614
Total Salaries and Benefits	329.60	29,265,562	342.99	30,979,389
Services and Supplies		465,375		369,262
Total Annual Budget	329.60	29,730,937	342.99	31,348,651

SUMMER SCHOOL

This program includes costs specifically related to the offering of a summer school program.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	37.14	1,806,230	40.68	1,939,423
Principals and Vice Principals		220,361		220,224
Educational Assistants	0.50	73,440	0.50	73,440
Support Staff	9.00	370,013	9.05	371,360
Other Professionals	0.25	35,413	0.50	69,949
Substitutes		10,455		10,455
Total Salaries	46.89	2,515,912	50.73	2,684,851
Employee Benefits		638,387		686,412
Total Salaries and Benefits	46.89	3,154,299	50.73	3,371,263
Services and Supplies		289,183		336,483
Total Annual Budget	46.89	3,443,482	50.73	3,707,746

CONTINUING EDUCATION

This program includes the costs related to offering credit courses, non-credit courses and recreational courses for students who have not been funded by the Province. Costs also include administrative and operations and maintenance costs resulting from the Continuing Education program.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals	0.91	62,700	0.91	62,661
Educational Assistants				
Support Staff	11.30	727,253	12.15	772,983
Other Professionals	1.45	472,723	1.70	503,929
Substitutes				
Total Salaries	13.66	1,262,676	14.76	1,339,573
Employee Benefits		320,391		342,477
Total Salaries and Benefits	13.66	1,583,067	14.76	1,682,050
Services and Supplies		569,549		558,493
Total Annual Budget	13.66	2,152,616	14.76	2,240,543

OFF-SHORE STUDENTS

This program includes the costs related to offering credit courses, non-credit courses and recreational courses for off-shore students. Costs also include administrative and operations and maintenance costs resulting from programs for off-shore students.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	58.75	4,593,621	47.24	3,640,265
Principals and Vice Principals				
Educational Assistants	1.70	77,673	1.70	77,673
Support Staff	5.20	284,434	5.25	285,923
Other Professionals	3.25	282,543	3.50	315,197
Substitutes		118,085		165,382
Total Salaries	68.90	5,356,356	57.69	4,484,440
Employee Benefits		1,359,120		1,147,529
Total Salaries and Benefits	68.90	6,715,476	57.69	5,631,969
Services and Supplies		917,221		948,995
Total Annual Budget	68.90	7,632,697	57.69	6,580,964

4.2 DISTRICT ADMINISTRATION

This function incorporates the cost of all programs related to district governance and district administration of educational, business, human resource and labour relations activities. Salaries, employee benefits, services and supplies used in the execution of this function are charged to individual programs as applicable.

Programs under this function include:

- Educational Administration
- School District Governance
- Business Administration

Detail with respect to each program is provided on the following pages.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	1.00	86,633	1.00	86,632
Principals and Vice Principals	2.00	252,036	2.00	244,326
Educational Assistants				
Support Staff	62.40	3,278,602	64.06	3,272,709
Other Professionals	55.16	4,620,938	50.30	4,818,336
Substitutes				
Total Salaries	120.55	8,238,209	117.36	8,422,003
Employee Benefits		2,090,361		2,153,179
Total Salaries and Benefits	120.55	10,328,570	117.36	10,575,182
Services and Supplies		3,025,463		2,956,495
Total Annual Budget	120.55	13,354,033	117.36	13,531,677

EDUCATIONAL ADMINISTRATION

This program includes the cost of activities related to overall district educational leadership and administration. Activities would include strategic planning, instructional staffing allocations, new programming, coordination of district, school and community for the delivery of educational services.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	1.00	86,633	1.00	86,632
Principals and Vice Principals	2.00	252,036	2.00	244,326
Educational Assistants				
Support Staff	9.14	486,462	8.33	423,991
Other Professionals	11.03	1,305,434	10.62	1,163,041
Substitutes				
Total Salaries	23.18	2,130,565	21.95	1,917,990
Employee Benefits		540,609		490,356
Total Salaries and Benefits	23.18	2,671,174	21.95	2,408,346
Services and Supplies		1,485,211		1,538,508
Total Annual Budget	23.18	4,156,385	21.95	3,946,854

SCHOOL DISTRICT GOVERNANCE

This program includes the cost of activities related to the work of the elected body responsible for all activities in the district, and services related to parent advisory council activities.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	0.90	52,616	0.90	43,548
Other Professionals	9.48	264,390	2.57	429,361
Substitutes				
Total Salaries	10.38	317,006	3.47	472,909
Employee Benefits		80,437		120,904
Total Salaries and Benefits	10.38	397,443	3.47	593,813
Services and Supplies		463,671		227,055
Total Annual Budget	10.38	861,114	3.47	820,868

BUSINESS ADMINISTRATION

This program includes the cost of activities related to the business and financial operations of the school system at the district level. This program does not include activities carried out at the school level.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	52.36	2,739,524	54.83	2,805,170
Other Professionals	34.64	3,051,114	37.11	3,225,934
Substitutes				
Total Salaries	87.00	5,790,638	91.94	6,031,104
Employee Benefits		1,469,315		1,541,919
Total Salaries and Benefits	87.00	7,259,953	91.94	7,573,023
Services and Supplies		1,076,581		1,190,932
Total Annual Budget	87.00	8,336,534	91.94	8,763,955

4.3 OPERATIONS AND MAINTENANCE

This function incorporates the all programs related to the district's responsibility for the operation, maintenance and safety of sites, buildings, furniture and equipment, and computer equipment. Salaries, employee benefits, services and supplies used in the execution of this function are charged to individual programs as applicable. Also included in the individual programs is the cost of maintenance for vehicles used by personnel charged to the program.

Programs under this function include:

- Operations and Maintenance Administration
- Maintenance Operations
- Maintenance of Grounds
- Utilities

Detail with respect to each program is included on the following pages.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	601.56	29,960,202	595.84	29,364,890
Other Professionals	29.25	2,507,917	30.45	2,595,083
Substitutes		176,737		176,737
Total Salaries	630.81	32,644,856	626.29	32,136,710
Employee Benefits		8,283,296		8,216,107
Total Salaries and Benefits	630.81	40,928,152	626.29	40,352,817
Services and Supplies		14,860,128		14,557,660
Total Annual Budget	630.81	55,788,280	626.29	54,910,477

OPERATIONS AND MAINTENANCE ADMINISTRATION

This program includes the cost of activities related to the overall administration of operations and maintenance. This program also includes the cost of public liability and property loss insurance coverage.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	10.00	456,900	12.50	555,617
Other Professionals	16.85	1,495,516	16.85	1,489,778
Substitutes		139,432		139,432
Total Salaries	26.85	2,091,848	29.35	2,184,827
Employee Benefits		530,785		558,575
Total Salaries and Benefits	26.85	2,622,633	29.35	2,743,402
Services and Supplies		2,053,909		2,069,440
Total Annual Budget	26.85	4,676,542	29.35	4,812,842

MAINTENANCE OPERATIONS

This program includes the cost of activities related to plant maintenance, custodial services, and equipment repair and maintenance. This program also includes cost incurred by a district for facility leasing, portable moves and central stores.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	528.64	26,524,905	520.42	25,224,364
Other Professionals	9.87	801,470	10.91	883,775
Substitutes		37,305		37,305
Total Salaries	538.51	27,363,680	531.33	26,145,444
Employee Benefits		6,943,252		6,684,373
Total Salaries and Benefits	538.51	34,306,932	531.33	32,829,817
Services and Supplies		3,891,702		4,014,763
Total Annual Budget	538.51	38,198,634	531.33	36,844,580

MAINTENANCE OF GROUNDS

This program includes the cost of activities related to the care and upkeep of all the land and grounds that are the responsibility of the board.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	62.92	2,978,397	62.92	3,584,909
Other Professionals	2.54	210,164	2.69	221,530
Substitutes				
Total Salaries	65.45	3,188,561	65.61	3,806,439
Employee Benefits		809,064		973,159
Total Salaries and Benefits	65.45	3,997,625	65.61	4,779,598
Services and Supplies		790,224		783,434
Total Annual Budget	65.45	4,787,849	65.61	5,563,032

UTILITIES

This program includes all of the costs incurred by a district for the consumption of heat, light and water, as well as expenditures on garbage, sewer, conservation measures and recycling programs.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff				
Other Professionals		767		
Substitutes				
Total Salaries		767		
Employee Benefits		195		
Total Salaries and Benefits		962		
Services and Supplies		8,124,293		7,690,023
Total Annual Budget		8,125,255		7,690,023

4.4 TRANSPORTATION AND HOUSING

This function incorporates programs involving the transportation and housing of students. Salaries, employee benefits, services and supplies used in the execution of this function are charged to individual programs as applicable. Also included in the individual programs is the cost of maintenance for vehicles used by personnel charged to the program.

Programs under this function include:
 Student Transportation

Detail with respect to each program is included on the following pages.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	1.00	40,523	1.00	40,461
Other Professionals				
Substitutes				
Total Salaries	1.00	40,523	1.00	40,461
Employee Benefits		10,282		10,344
Total Salaries and Benefits	1.00	50,805	1.00	50,805
Services and Supplies		2,515,743		2,613,474
Total Annual Budget	1.00	2,566,548	1.00	2,664,279

STUDENT TRANSPORTATION

This program includes the cost of activities related to the conveyance of students to and from school on a regular basis and direct supervision of busing. The method of conveyance can be bus, water taxi, ferry, train, plane, etc. This program also includes the costs of activities related to providing guards or attendants at crossing locations.

	2011/2012 Prelim Budget		2010/2011 Prelim Budget	
	FTE	Budget	FTE	Budget
Salaries				
Teachers				
Principals and Vice Principals				
Educational Assistants				
Support Staff	1.00	40,523	1.00	40,461
Other Professionals				
Substitutes				
Total Salaries	1.00	40,523	1.00	40,461
Employee Benefits		10,282		10,344
Total Salaries and Benefits	1.00	50,805	1.00	50,805
Services and Supplies		2,515,743		2,613,474
Total Annual Budget	1.00	2,566,548	1.00	2,664,279

5.0 BOARD APPROVED BUDGET CHANGES – JUNE, 2011

On June 6, 2011 the Board approved additional positions to be funded by the Province release of holdback funds to school districts and VBE existing budget. VBE's share of the holdback release is \$802,000.

Budget Changes to be Funded from Additional Funding

1) **Compliance Audit Team**

CUPE Support	1.00 FTE	\$ 63,000
Incremented Cost for District Vice Principal		19,000
EOC for Training		10,000
	1.00 FTE	\$ 92,000

Restructure the BCeSIS team into a Compliance Audit Team responsible for the integrity of our student information systems, coordinating collaboration between systems and schools and supporting schools being compliant with Ministry funding criteria.

2) **Support for Aboriginal-Focused School**

Aboriginal Education Community Liaison (Contracted position)	\$ 70,000
Meeting and Consultation Costs	30,000
	\$ 100,000

Additional budgets are allocated to support the planning and implementation of the Aboriginal-focused school.

3) **Support for Alternative/Community Link Programs**

Coordinator	0.50 FTE	\$ 52,500
District Principal	0.50 FTE	71,500
	1.00 FTE	\$ 124,000

In 2010/2011, the District Principal Alternative Programs was consolidated with the District Principal CommunityLink. Owing to the workload in this area, it was approved to add a new coordinator position to provide support to both CommunityLink and Alternative Programs. The salary and benefits for both the proposed new position, as well as that of the District Principal CommunityLink, are allocated 50% to the Operating Fund and 50% to CommunityLink in order to better reflect the actual time spent. This results in an additional cost of \$124,000 to Operating Fund in 2011/2012 and a net saving of \$19,000 to CommunityLink.

4) **Early Learning Coordinator** **\$ 9,000**

The 2011/2012 approved budget change included the addition of an Early Learning Coordinator (see Budget Change 3.03). With the intention to convert the Strong Start Centres to be operated by VBE staff, the responsibilities for this position will increase. Accordingly, the level of the position is expected to increase resulting in the requirement for \$9,000 in additional funding (from \$96,000 to \$105,000).

5) **Property Loss Coverage**

\$ 341,285

On May 11, 2011 the Ministry of Education announced changes to the school district property loss coverage, effective July 1, 2011. The changes would require the District to pay a premium for loss replacement coverage and increase the deductible payable by the District on property loss coverage from \$3,000 to \$10,000.

New Position to be Funded within Existing Budgets

a) **Public Relations and Media Specialist**

1.00 FTE

\$ 0

As a result of the district reorganization announced on April 6, 2011, a new position was approved to provide support in terms of communication, media relations, and social media. The funding for this position (up to \$100,000) is embedded in the net savings as a result of the district reorganization.