

Public   
Private

Report No. 2016-02-07  
Date: February 9, 2016

**HALIFAX REGIONAL SCHOOL BOARD**  
**December 31, 2015 – Quarterly Business Plan and Financial Update**

**PURPOSE:** To provide the Board, through the Audit Committee, with the December 31, 2015 third quarter business plan and financial update report.

**BACKGROUND:** The Audit Committee and Board are provided with a quarterly financial report to advise the Board on actual results compared to budget, to comment on variances and provide projections for the entire fiscal year.

This report also includes an update on the status of business plan priorities. This quarterly reporting to the Audit Committee and Board continues on a timely basis throughout the year to highlight progress with the business plan priorities and budget.

**CONTENT:** The attached report covers to the end of the third quarter of the 2015-2016 fiscal year and includes the following:

1. Business Plan Priorities – a status report on actions taken up to December 31, 2015, on business plan priorities approved for 2015-2016. In some instances, the report may also note planned activities for the remainder of the 2015-2016 school year.
2. Financial Report – a financial report of actual revenues and expenditures for the period October 1, 2015 to December 31, 2015, year-to-date amounts, and projections for the full year, along with an explanation of major variances.

It should be noted that the Business Plan and Budget covers the period April 1, 2015 to March 31, 2016. However, most of the business plan priorities and budget initiatives are intended to be undertaken on a school year basis.

Many of the initiatives and spending plans in these documents are related to the new school year which commenced on September 1, 2015. While this report outlines many initiatives undertaken over the past nine months, much activity and progress on priorities and initiatives will continue to be undertaken in the remaining months of the current school year.

Progress has been achieved to-date on the priorities for 2015-2016. Results are being achieved as planned.

Overall, the projections show a net operating surplus of \$2,400. At this point in the year, staffing adjustments have stabilized. There have been favorable variances with heating fuel costs, but these have been offset by increased pressures for building maintenance. Staff will continue to monitor substitute teacher costs, utilities and snow removal costs for the final three months of the fiscal year. It is anticipated that budget targets will be met by the end of the fiscal year.

**COST:** N/A

**FUNDING:** N/A

**TIMELINE:** N/A

**APPENDICES:** December 31, 2015 – Quarterly Business Plan and Financial Update

**RECOMMENDATIONS:** It is recommended that the Audit Committee receive the December 31, 2015 - Quarterly Business Plan and Financial Update report for information.

**COMMUNICATIONS:**

| AUDIENCE                                | RESPONSIBLE                          | TIMELINE              |
|---|--------------------------------------|-----------------------|
| General Public and schools via web site | Assistant to the Corporate Secretary | Posting of the agenda |

**From:** For further information please contact Terri Thompson, Director of Financial Services, at 464-2000 extension 2241 or e-mail at [tthompson@hrsb.ca](mailto:tthompson@hrsb.ca),

**To:** Audit Committee – February 17, 2016  
Board – February 24, 2016

## **Quarterly Business Plan and Financial Update December 31, 2015**

### **Introduction**

This report provides information from staff on progress in implementing and achieving business plan priorities and a financial position update to the end of the third quarter of 2015-2016.

The Board prepares an annual Business Plan that outlines goals and priorities for the upcoming year. Although the Business Plan covers the fiscal year (April 1 – March 31), most of the priorities are planned on the basis of the school year (September 1 – June 30). Staff has prepared this progress report on Business Plan priorities, including actions on priorities at the beginning of the 2015-2016 school year, to provide a timely update on work planned and undertaken.

This reporting is part of an accountability framework that provides assurance that the work of the Board is being directed to the Business Plan priorities and that the intended results are being achieved.

Similarly, staff prepares a quarterly financial report for the Board to provide timely information on actual revenues and expenditures in relation to the approved budget. Projections are also provided to advise the Board on any variances that may occur in relation to the approved budget for the entire fiscal year. This allows action to be taken on a timely basis if projected results are not in line with the budget.

This quarterly report is presented in two parts:

1. Business Plan Priorities – update on progress in implementing the priorities for 2015-2016 to December 31, 2015.
2. Financial Report – a report of actual revenues and expenditures for the third quarter of the 2015-2016 fiscal year, along with year to-date results, and projections for the remainder of the fiscal year.

### **Summary**

Progress has been achieved on the priorities in the 2015-2016 Business Plan. Results are being experienced as planned in most areas and progress is being made in achieving the Board's goals.

Financial results to the end of December 31, 2015 indicate the Board is tracking close to budget. There have been favorable variances with heating fuel costs, but these have been offset by increased pressures for building maintenance. Results will be monitored very closely over the final three months of the fiscal year so that actions may be taken, when and as required, to ensure overall budget targets are met by year end.

**1. BUSINESS PLAN PRIORITIES**

On June 17, 2015 the Board approved the Business Plan and Budget for the 2015-2016 fiscal year.

In the first year of their term, the Board members along with Senior Staff, undertook a formal strategic planning process leading to the development of goals and strategies for their four year term. The Board approved a strategic plan that included four goals for the year. These goals have been modified to incorporate standard provincial goals, as well as additional goals as defined by the work of the Governing Board and Senior Staff: to improve student achievement, to strengthen safe and inclusive school environments, to achieve equitable learning opportunities for all students, and to build engagement, support and confidence in HRSB.

Priorities have been developed from the strategies to support each of these goals.

Most of the work on these priorities is intended to be accomplished during the 2015-2016 school year. This third quarter report, which covers all of the activities undertaken since April 1, 2015, indicates that work is underway on most of these priorities. In some areas, this report may also highlight work planned to be undertaken for priorities during the remainder of this school year.

**BUSINESS PLAN PRIORITIES  
2015-2016**

| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
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| <b><u>Business Plan Goal</u></b>   |   |  |
| <b>1. To improve student achievement</b>   |   |  |
| <ul style="list-style-type: none"> <li>Ensure an on-going process to support all schools in their focus on school improvement planning.</li> </ul> | <p>All HRSB schools are currently engaged in the school improvement process and are being supported by board staff in a differentiated manner. Thirty-four schools completed the development of new school improvement plans during April, May and June. Three schools were reviewed and recognized as improving schools during this period. Three high schools and five junior high schools attended professional development sessions to learn about the self-assessment process and how to develop a school improvement plan. This professional development focused on interpretation and use of the following: student achievement data to develop school</p> | <p>Three high schools and five junior high schools have begun their school self-assessments and are being supported in a differentiated manner. Eight elementary schools attended a professional development session to learn about the self-assessment process and how to develop a school improvement plan. This professional development focused on interpretation and use of the following: student achievement data to develop school goals; and teacher practice data to develop instructional and assessment strategies.</p> <p>Principals from six Priority Schools attended a</p> |

| <u>Priorities</u>   | <u>Progress to Date – September 30, 2015</u>   | <u>Progress to Date – December 31, 2015</u>  |
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|   | <p>goals; and teacher practice data to develop instructional and assessment strategies. Fourteen elementary schools will be engaging in this professional development later this fall. Following the professional development sessions, Program staff will provide individualized support to schools in the analysis and interpretation of their school data, as well as the development of their school improvement plans. All remaining schools are continuing implementation of their school improvement plans focused on improving student achievement.</p>                      | <p>professional development session focused on the school self-assessment process and how to develop a school improvement plan. The Facilitator, School Improvement spent several days at four of these Priority Schools working with all teachers, some literacy coaches, and each of the principals as they interpreted student achievement data to establish school-wide math and literacy goals, as well as the interpretation of survey data to develop a plan of action to meet these goals. All four schools have developed new goals in math and literacy. One has finished writing their new school improvement plan and has begun implementation. The other three schools are near completion of their plans and are using the goals to focus the work of literacy and math coaches in their buildings. All remaining schools are continuing implementation of their school improvement plans focused on improving student achievement.</p> <p>Several schools in year five of the school improvement process are being supported as they prepare for a school review in the coming months.</p> <p>The literacy and math consultants have worked with individual schools to support their school improvement work.</p> |
| <ul style="list-style-type: none"> <li>Implement provincial streamlined curriculum in grades Primary-3 including the integration of educational technology and student assessment.</li> </ul> | <p>The Department of Education and Early Childhood Development (EECD) provided school boards with key messages regarding the P-3 streamlined curriculum in May 2015. School board staff met with all principals in May to outline information following this provincial Action Plan directive. The EECD then provided every P-3 classroom teacher with a half-day substitute in June 2015 to allow for this information to be shared with classroom teachers.</p> <p>On the professional development day in September, all P-3 teachers participated in professional development</p> | <p>Principals engaged in a professional development session in October on the P-3 streamlined curriculum to strengthen their understanding in relation to recent provincial changes to this curriculum. A conversation and observation tool was then provided to principals to assist with their monitoring and support role with classroom teachers.</p> <p>Literacy and math coaches have provided in-class support to implement the streamlined curriculum in grades P-3 within priority schools.</p>   |

| <u>Priorities</u>   | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
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|   | on the P-3 streamlined curriculum.  | In-class support has also been provided, as requested, to support P-3 teachers in implementing Google Apps for Education.  |
| <ul style="list-style-type: none"> <li>Implement the Nova Scotia Mathematics curriculum in grades 7-9, and grade 12.</li> </ul>                           | <p>All teachers of mathematics 7-9, as well as junior high resource teachers, participated in one day of professional development in June to introduce them to the new curriculum being implemented in September 2015. The session focused on effective instruction and assessment practices, including various lesson models. Participants also had an opportunity to understand how to use the new curriculum document and available support resources. This day was repeated in September for teachers who were not able to attend the day in June.</p> <p>Teachers of Mathematics at Work 12, Mathematics 12 and Pre-calculus 12 attended one day of professional development in June. Participants had an opportunity to explore key content areas in these new courses. Teachers were also able to gain a better understanding of how the curriculum document, yearly plan, and the grade 12 Moodle site supports the implementation of the new curriculum.</p> | <p>Teachers of Mathematics 7-9, as well as teachers of Mathematics 12, Math at Work 12, and Pre-Calculus 12 attended one day of professional development in October. The professional development focused on understanding the content and pedagogy of the curriculum, effective assessment practices and understanding the common yearly plan being used across the province.</p> <p>The central office mathematics team formed a working group of junior high math teachers to develop rubrics that support effective assessment and evaluation practices in grades 7-9. These tools will be shared with all junior high math teachers. All senior high department heads attended professional development to gain an understanding of the content and pedagogy of all three courses being implemented at the grade 12 level.</p> <p>Mathematics coaches and the central office team continued to provide in-class support for teachers with the implementation of the 7-9 curriculum.</p> |
| <ul style="list-style-type: none"> <li>Administer an Observation Survey of Early Literacy Achievement to all students at the start of grade 1.</li> </ul> | <p>All English and French Immersion Early Literacy teachers, as well as one resource teacher from each elementary school, were trained on the Observation Survey over two days in September. Day one focused on the Observation Survey tasks. Day two focused training on the interpretation of the results, as well as strategic ways to immediately support students. All grade one students (English and French Immersion) were administered this Observation Survey during the month of September.</p>  | <p>In response to the Observation Survey results, the literacy team supported grade one teachers at Priority Schools after reviewing the data. They looked at trends in the results and next steps for support were developed specifically for each school. Analysis of the Observation Survey data also identified ten additional schools who required follow-up support. These schools were provided with a professional development session that explained the data and results, as well as instructional next steps to move students forward. A literacy coach was then assigned to these schools to provide on-site support to teachers and administrators in extending teacher</p>   |

| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>   | <u>Progress to Date – December 31, 2015</u>  |
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|  |  | learning.  |
| <ul style="list-style-type: none"> <li>Implement provincial homework guidelines.</li> </ul>                            | <p>The Provincial Homework Policy was released in August 2015. It has established the expectation for educators to assign developmentally appropriate homework at each grade level to enhance student learning. This policy applies to all public schools in Nova Scotia. Information from the Department of Education and Early Childhood Development (EECD) on the new Ministerial Policy was shared with principals in September 2015 and this policy will replace the current practices existing at all schools.</p> <p>A link to this policy can be found on the Policy page of the HRSB website.</p>   | <p>To support the continued implementation of the Provincial Homework Policy the Department of Education and Early Childhood Development (EECD) provided an additional information power point that helped to further clarify examples of homework expectations for younger and older students. This was shared with administrators to support them in providing further clarity with families.</p>  |
| <ul style="list-style-type: none"> <li>Offer early intervention support in math for students in grades P-3.</li> </ul> | <p>During the 2014–2015 school year, 4.5 FTE mathematics support teachers (3.5 – elementary and 1 junior high) worked with students requiring additional support in mathematics. Examination of student data indicated that this intervention program was having a positive impact on student achievement. The Governing Board approved the budget which included an increase for the 2015–2016 school year of 9.5 FTE positions which have been staffed (2.0 FTE from the Department of Education and Early Childhood Development and 7.5 FTE from HRSB). These 9.5 FTEs have been distributed through 11 teachers, providing support to our elementary Priority Schools and two junior high schools.</p> <p>Mathematics support teachers are working alongside classroom teachers in grades 2 and 3 to identify students who are not progressing as expected in mathematics. Additional support through daily small group instruction, for a period of several weeks, will be provided for these identified students by the mathematics support teacher.</p> | <p>Working collaboratively with classroom teachers, mathematics support teachers continue to support students who are not progressing as expected in our Priority Schools, and two junior high schools. Support is being provided in 6 week blocks of time with each school receiving a minimum of 2 blocks of support. Within this time frame, the mathematics support teacher conducts an entry assessment to determine student’s current understandings of certain key mathematical concepts and areas for support. Based on this information they provide targeted daily support. Student progress is monitored throughout the 6 week block and students are assessed at the end of the support block to determine gains in understanding and next steps in instruction.</p> |

| <u>Priorities</u>   | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
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| <p><b><u>Business Plan Goal</u></b></p> <p><b>2. To strengthen safe and inclusive school environments</b></p> |   |  |
| <ul style="list-style-type: none"> <li>Implement the new provincial Code of Conduct.</li> </ul>               | <p>In June 2015, staff from the Department of Education and Early Childhood Development (EECD) met with all principals and vice principals for a professional development session on the new Provincial Code of Conduct. The presenter shared with school-based administrators changes to the Code and the direction of the EECD in shaping student conduct at schools in the province of Nova Scotia.</p> <p>On August 27, 2015 School Administration Supervisors continued work on the new Provincial Code of Conduct with principals. Changes and highlights were shared along with a video clip prepared by the EECD to support implementation of the Code. Supervisors facilitated discussion on four keys areas: establishing safe and inclusive learning environments, the role of cultural responsiveness in implementing the Code, the change to suspension length from five to ten days, and how to address student dress through the Code.</p> <p>At the September Admin Unit meeting, School Administration Supervisors provided principals with a summary of feedback and questions from their August session. Conversations were focused on identifying supports to assist schools with successful implementation of the Code. Principals shared strategies to address the support of students who are experiencing difficulty with their conduct at school. A link to this policy can be found on the Policy page of the HRSB website.</p> | <p>In October, 2015 School Administration Supervisors revised the <i>Handbook for School Discipline Committees</i> to reflect changes in support of the new Provincial Code of Conduct. School Advisory Council (SAC) representatives from all schools were invited to an information and activity session on the Provincial Code of Conduct and the revised <i>Handbook for School Discipline Committees</i>.</p> <p>At the Family of Schools meetings for both principals and vice principals (October and November, 2015), supervisors facilitated an activity around the understanding that the Provincial Code of Conduct supports the development of a safe, positive and inclusive school environment in order to help students develop healthy relationships, make good choices and achieve success in their learning.</p> <p>In November, 2015 the Leadership Development Program participants engaged in a professional development day which was facilitated by School Administration Supervisors and the Safe Schools Consultant. Four key areas were addressed: establishing safe and inclusive learning environments; the role of cultural responsiveness in implementing the Provincial Code of Conduct; the change to suspension length from five to ten days; and how to address student dress through the Provincial Code of Conduct.</p> <p>In December, 2015 at the Family of Schools meetings for principals, School Administration Supervisors facilitated an activity around the Provincial Code of</p> |



| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
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|  |   | <p>Conduct. The focus of this session was how consequences need to be addressed in a fair manner that does not disproportionately impact students based on but not limited to: race, culture, ethnicity, religion, creed, sex, sexual orientation, gender, gender identity, gender expression, physical disability, mental disability, mental illness, age, national or aboriginal origin, socio-economic status, appearance.</p> <p>Each month, the School Administration Supervisors review suspension data from PowerSchool to inform conversations with principals regarding decisions around types, frequency and length of suspensions.</p>  |
| <ul style="list-style-type: none"> <li>Strengthen partnerships with outside agencies.</li> </ul> | <p>Program staff planned and facilitated the Breakfast Workshop for HRSB breakfast program volunteers in partnership with Nourish Nova Scotia and Breakfast Club of Canada. The theme of the workshop was “Back to Basics” which provided an opportunity for participants to share and receive helpful hints, resources, recipes and information regarding breakfast program “Best Practices.”</p> <p>Support was provided to 40 HRSB schools to promote community food gardens. Schools established various community partnerships such as local daycares, scouting groups, seniors groups and garden clubs. For more information go to: <a href="https://youtu.be/yZyODywxkM">https://youtu.be/yZyODywxkM</a></p> <p>A new collaboration between Nourish Nova Scotia and Annapolis Valley Farm to School began to develop <i>Nourish Your Roots</i>, a new school fundraising program that connects children and families to the healthy, local and sustainable food choices available from Nova Scotia farmers. Two HRSB schools are piloting this program.</p> <p>Partnerships continue to be fostered within the Early Years Centre at Rockingstone Heights School such as</p> | <p>New partnerships have been forged in the engineering field as a result of an initiative with Engineers NS to engage young females in that field. A breakfast was hosted in November for 52 junior and senior high school female students and 30 guidance counsellors/teachers to network and raise awareness about postsecondary requirements and potential career pathways.</p> <p>Lockheed Martin is connecting with teachers with responsibilities in career exploration, science, math and technology to offer "real world" applications of the curriculum. This is being done through classroom presentations and support for robotics clubs.</p> <p>Applications have been received from 79 students for the 2016 summer pre-apprentice programs in construction and automotive. Meetings have been held with partners in hospitality to expand this initiative to culinary programs.</p> <p>The Carpenter Millwright College partnered with HRSB in hosting the 3rd annual Regional Carpentry Competition which saw 12 students from our board</p> |

| <u>Priorities</u> | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>   |
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|                   | <p>Public Health, Mount St. Vincent University, Dalhousie Family Medicine, Progress Centre for Early Intervention, Chebucto Family Resource Centre, Chebucto Family Connections, Halifax Regional Police, Halifax Regional Municipality, IWK (Primary Health), and Family SOS.</p> <p>Operations Services continues to partner with Halifax Regional Municipality (HRM) in several aspects of service to schools as a means to improve access to schools and ensure safety of staff and students:</p> <ul style="list-style-type: none"> <li>• The Service Exchange Agreement which sets out parameters for reciprocal use of HRSB/HRM facilities continues to be followed and is under review.</li> <li>• The HRSB/HRM Joint Use Agreements for schools with community enhancements to define parameters for after-hours use of schools are being implemented and updated to reflect current practice.</li> <li>• Communication with Halifax Transit is ongoing to seek out an improved agreement regarding provision of student bus passes.</li> <li>• The HRSB/HRM/Conseil scolaire acadien provincial/Department of Education and Early Childhood Development Working Group continue to meet to ensure ongoing communication of capital project plans including new schools and major infrastructure renovations by all parties.</li> <li>• HRSB Operations staff is included as a member of the HRM Crosswalk Safety Committee.</li> </ul> <p>During the summer, one male and one female high school student was hired through the Construction Association of Nova Scotia (CANS) Building Futures for Youth program to work with the Operations Services Maintenance (trades) team. This is a partnership that has been ongoing for several years and allows students</p> | <p>compete to earn the right to represent HRSB at the provincial skills competition.</p> <p>HRSB hosted a Career Fair for junior and senior high school students in October. Approximately 90 community partners were on hand to support 1400 students through interactive strategies and respond to their inquiries about futures in those industries. Partners were recognized and thanked through our website, a special video created of the day and television coverage.</p> <p>Our Technology Leaders have continued to work with outside businesses and agencies to support schools with Makerspaces and Hour of Code. Five schools participated in the <i>Nourish Your Roots</i> (a partnership with Nourish Nova Scotia) fundraising program during October and December. The goals of <i>Nourish Your Roots</i> pilot were to:</p> <ul style="list-style-type: none"> <li>• Help schools raise money through a local, healthy and sustainable option.</li> <li>• Increase awareness of healthy, local food choices for children and families.</li> <li>• Support local NS farmers.</li> <li>• Provide opportunities for children and families to eat quality, delicious and healthy food fresh from the farm.</li> <li>• Link farms with schools to help sustain local farms and the rural economies.</li> </ul> <p>Students raised \$7000 to support health promotion initiatives (such as breakfast programs) for their school. The fundraiser contributed ~\$14,000 to the local economy, supporting NS farmers. Over 20,000 lbs of fresh, local, healthy produce went into the homes of families within the school community.</p> |

| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
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|  | <p>to gain first-hand experience in various trades.</p> <p>Also over the summer, a university student was hired to work in the Operations IT Department on a work term through Computers for Schools. She was able to gain experience and provide support to the IT technician and administrative teams, as well as the Operations central office administrative team to complete such tasks as administration assistance, technology refresh, utility data tracking, Long Range Outlook (LRO) data base update and more.</p> <p>HRSB has been working closely with the Workers Compensation Board (WCB) through a coaching model that supports implementation of strategies by HRSB staff to improve safety in schools. The team continues to develop training and communication tools to improve safe work practices, employee awareness, hazard identification, incident investigation and return to work procedures. In July, the HRSB was recognized by WCB for its work to improve safety in the workplace.</p> | <p>Program staff planned and facilitated Food Literacy professional development for 15 Priority Schools in partnership with Nourish Nova Scotia and Public Health (Nova Scotia Health Authority) in December. The workshop focused on how school based food literacy initiatives can support health and education outcomes. All schools who attended applied for funding to support a school-wide approach for an innovative and sustainable school/community based food literacy initiative.</p> <p>Partnerships continue to be forged with the Nova Scotia Health Authority to strengthen schools as health promoting cultures.</p> <p>HRSB has partnered with the Mayor’s office, HRM, the Department of National Defense and other agencies to create and implement a healthy living strategy entitled “Try Do”.</p> |
| <ul style="list-style-type: none"> <li>Implement provincial guidelines for supporting transgender and gender non-conforming students.</li> </ul> | <p>The provincial <i>Guidelines for Supporting Transgender and Gender-nonconforming Students</i> were released in January 2015. In April, all principals and guidance counsellors participated in a professional development session led by a guest speaker from the transgender community.</p> <p>A video of the professional development provided to guidance counsellors in April was created and posted to the HRSB YouTube channel - <a href="https://www.youtube.com/watch?v=kzuNyqCTPE0">https://www.youtube.com/watch?v=kzuNyqCTPE0</a> .</p>   | <p>Schools in the HRSB continue to implement the provincial Guidelines for Transgender and Gender-nonconforming Students through targeted learning activities and professional development. Some schools have enlisted the support of guest speakers from the transgender community to assist them in learning opportunities.</p>  |
| <ul style="list-style-type: none"> <li>Monitor student progress on Individual Program Plans (IPPs).</li> </ul>                                   | <p>Data collected during the IPP Review in March was compiled into a report during the months of April and May. The findings of the IPP Review were presented to the Department of Education and Early Childhood</p>  | <p>On October 20, Student Services Coordinators from across the province met with the Executive Director of Student Services with the Department of Education and Early Childhood Development (EECD) to begin</p>  |

| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>   | <u>Progress to Date – December 31, 2015</u>  |
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|  | Development at a meeting of Student Services' Coordinators in June. The findings will be used to establish a process for monitoring progress of students who follow IPPs.  | discussions regarding a plan for monitoring progress of students who have Individual Program Plans. The HRSB has volunteered to pilot changes to TIENET implemented by the EECD with respect to tracking and monitoring students who have Individual Program Plans.  |
| <ul style="list-style-type: none"> <li>Implement provincial criteria for placing a student on an IPP.</li> </ul>                                 | Provincial criteria for the development of an IPP were released in June 2015. Program Planning Specialists continued to provide direct support to teachers, particularly resource and learning center teachers with respect to the Program Planning Process, and writing and reviewing IPPs. Prior to the opening of school, all principals received professional development and directives outlining these new criteria, in the context of the findings of the 2014-2015 IPP Review. During the month of September, new principals, as well as new resource and learning center teachers, received TIENET professional development inclusive of new provincial criteria and key messages around culturally responsive instruction. | Throughout the fall, Program Planning Specialists have been working with staff of individual schools (i.e. resource/learning center teachers, classroom teachers, specialists, and school administrators) to ensure practices related to the Program Planning Process are in place and that programming for individual students is only as special as necessary. Learning opportunities continue to be provided in large, small, and individual formats and have embedded key messages around provincial criteria for development of Individual Program Plan, as well as culturally responsive instruction and assessment. |
| <p><b><u>Business Plan Goal</u></b></p> <p><b>3. To achieve equitable learning opportunities for all students</b></p>                            |  |  |
| <ul style="list-style-type: none"> <li>Implement the recommendations of the HRSB Cultural Proficiency Needs Assessment Survey Report.</li> </ul> | In the spring of 2015, work began on Recommendation #2: Incorporate the guiding principles [of Cultural Proficiency] into all professional development. Professional development was delivered to all central office Program/Student Services and School Administration departments that incorporated the principles of cultural proficiency and culturally relevant pedagogy. As a result, starting in September 2015, professional development delivered by the Math and Literacy consultants for teachers has incorporated these principles.  | HRSB, following the province's lead in moving from cultural proficiency to culturally relevant pedagogy, through the work of the Diversity Team, continued to build capacity within the system to deliver culturally relevant instruction and leadership.<br><br>From October - December 2015, all math support teachers, math and literacy coaches and consultants completed four training sessions on culturally relevant assessment and instructional practices. In collaboration with the School Administration department, principals   |

| <u>Priorities</u>   | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>   |
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|   |   | <p>are given the opportunity to focus on a leadership area using a culturally relevant approach. All candidates in the Leadership Development Program received training in culturally relevant pedagogy and culturally relevant leadership in October 2015.</p> <p>School Administration Supervisors began their training in improving schools through using culturally relevant leadership in December 2015.</p>   |
| <ul style="list-style-type: none"> <li>Continue to merge self-identification data with student achievement data for analysis and interpretation.</li> </ul> | <p>Increasing self-identification by students continues to be a focus for principals. As of September 30, 84.5% of HRSB students have self-identified. This is an increase of almost 2% since April, 2015. Ongoing discussions at principal and vice principal meetings, individual discussions between supervisors and principals, as well as principals identifying an action plan specific to their schools have contributed to this increase. Continued attention to ensuring all primary students and new students registering in the board are aware of the need to self-identify will increase self-identification for all students.</p> <p>In the spring of 2015, Program staff used student self-identification information to disaggregate the elementary provincial mathematics and literacy assessments by ancestry. Grade 3 and 6 reading and writing data and grades 4 and 6 mathematics data were analyzed. Results indicate there is a gap in achievement between those that self-identify as being of African descent and the overall board results. There is also a gap in achievement between the overall board results and those students who self-identify as being of Aboriginal Identity. This information was shared with the Governing Board and supports our priority focus: to raise achievement results for our African Nova Scotian and Aboriginal students.</p> | <p>A new video, in the development stages, is being created to promote the importance of self-identification. The video, when completed, will be posted to the Board website to assist parents/guardians in understanding self-identification during the registration process</p> <p>Self-identification data is reviewed regularly by School Administration staff with school principals and vice principals to continue to heighten awareness around the importance of establishing practices at the school to assist parents/guardians with understanding the importance of the data, particularly during registration.</p> <p>All schools have developed action plans specific to their school to increase the number of students self-identified. Particular attention is focused on having all new primaries and students new to the school self-identify when registering. This focus has contributed to an increase in the number of students who have self-identified. Approximately 88% of HRSB students have self-identified, an increase of 3% since October, 2015.</p> <p>Student self-identification data across the board was used to develop a poster, which was displayed in the Board offices, to show the diversity of students in the school system to help Board staff understand and reflect on the diverse make-up of the HRSB student population.</p> |

| <u>Priorities</u>   | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
|---|---|--|
|   |   | <p>This fall, Program staff used student self-identification information to disaggregate the 2014-2015 Early Literacy Support data and the 2014-2015 Reading Recovery data. The analysis of this data is near completion and will be shared with the Governing Board at the February 2016 board meeting. Disaggregation of the 2014-2015 grade 8 reading and math data by ancestry has been started this fall. Disaggregation of the 2015-2016 grade 3 reading and writing, grade 4 math, and grade 6 reading, writing and math has also begun.</p>  |
| <ul style="list-style-type: none"> <li>Respond to the results of the student achievement data analysis to address identified gaps in student learning.</li> </ul> | <p>Analysis of student achievement data from the Priority Schools was analyzed and led to the decision to continue our support structure for these schools across all departments (Human Resources, Program, Student Services and School Administration).</p> <p>Analysis of provincial student achievement data resulted in the placement of literacy and mathematics coaches in all of the Priority Schools. Classroom data is determining next steps in teacher learning, which will be supported by mathematics and literacy coaches. This data analysis resulted in the allocation of a percentage of a mathematics support teacher to all Priority Schools and two junior high schools.</p> <p>The Priority Schools that were implementing Reading Recovery and Early Literacy Support continued to have these teachers work together, with the school team, to support student learning. At the end of June, year-end student assessment data for Reading Recovery and Early Literacy Support was collected. In September 2015 the Reading Recovery data collected in June was prepared for data analysis.</p> <p>As of September 2015, Reading Recovery is now in 17 of our 20 Priority Schools. Staff used student achievement information to support Reading Recovery</p> | <p>Student achievement data (cohort comparison data over three years in reading and mathematics) was shared with Priority Schools in December. Conversations began with some schools, looking at trends over time and work will continue with all other Priority Schools in relation to this data and next steps for instruction.</p> <p>Literacy and mathematics coaches, as well as mathematics support teachers, have continued to support Priority Schools. They are using ongoing collection of classroom based assessment evidence, as well as other sources of student achievement data, as sources of information to guide strategic supports needed for students.</p> <p>Comprehensive Early Literacy Support data has been analyzed. Trends from the first early literacy support block for 2015 (September – end of November) were identified and consultants used this information to target support relative to the needs of the schools and teachers. Based on this data, professional development was provided for P-2 English and French Immersion early literacy teachers, as well as resource teachers supporting grade 3. Individual support for early literacy teachers and resource teachers also occurred through site visits. Literacy consultants provided support to school administrators to strengthen literacy practice in</p> |

| <u>Priorities</u> | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>   |
|-------------------|---|---|
|                   | <p>staffing decisions at Priority Schools. The Reading Recovery teachers have assessed the grade one students and have begun lessons to move the students forward in their literacy learning.</p> <p>At the end of June, year-end student assessment data was entered into the HRSB Early Literacy Support data collection system. In September 2015 Early Literacy Support data from 2014-2015 was prepared for data analysis. Professional development was provided to English and French Immersion P-2 Early Literacy Support teachers to support them in using on-going assessment information to determine instructional next steps for students.</p> <p>Within the grade 3 Early Literacy Support model, the final group of English and French Immersion resource teachers has been provided professional development and onsite visits from literacy staff.</p> <p>In June 2015, board staff reviewed school by school student data from the third block of Early Literacy Support, as well as year-end data, to monitor the overall implementation of the model. Staff continued to identify schools where additional programming support may be required to improve student achievement. In response to this review, board staff used this information to equitably staff the Early Literacy Support teachers to all elementary schools. Schools continued to be supported and additional coaching visits were provided to Early Literacy Support teachers based on the student achievement data collected. In September 2015, all Early Literacy teachers (English and French Immersion) have selected grade primary and one students for the first block of support and lessons are being implemented.</p> | <p>English and French Immersion.</p> <p>Using the Observation Survey data, Reading Recovery teachers selected grade one students for intervention and support. Reading Recovery teachers have had professional development teaching sessions targeted to supporting the students selected to receive this intervention.</p> <p>Math and Literacy consultants, along with all coaches, participated in culturally relevant pedagogy professional development. The goal of this professional learning was to continue to support the improvement of student achievement results in a culturally responsive way. Staff continued to implement this approach as they worked directly with teachers and administrators at schools, as well as within Program professional development offered centrally.</p> |

| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>   |
|--|---|---|
|  | <p>Program staff participated in professional learning on culturally relevant pedagogy. The goal of this professional learning was to continue to support the improvement of student achievement results for African Nova Scotian students. Staff continued to implement this approach as they worked directly with teachers and administrators at schools, as well as within Program professional development offered centrally.</p>   |   |
| <ul style="list-style-type: none"> <li>Continue to recruit and retain staff to reflect the diversity of the student population by expanding community outreach, increasing social media for the purpose of recruitment encouraging applicant self-identification.</li> </ul> | <p>Human Resource Services (HR) continues to promote teaching and non-teaching positions at job fairs, such as the Watershed Association Development Enterprise (WADE) job fair attended in May. HR continues to foster partnerships with post-secondary institutions, including a presentation made to a class at Success College in September and also to the Mi'kmaq Employment Training Secretariat in June. HRSB also hosted non-teaching practicums for EPA and secretarial positions in our schools.</p> <p>In the Spring, HR recruited applicants to apply for the Teacher Expression of Interest for Equity Contracts and held information sessions for current contract recipients. Sixteen equity contracts were awarded for 2015-2016; nine contracts to those who self-identified as African Nova Scotian and seven contracts to teachers who self-identified as Aboriginal. In addition, applicants are encouraged to self-identify through orientation sessions, and other communication such as phone/email. Human Resource Services also launched LinkedIn and Twitter accounts to promote HRSB job vacancies and expand recruiting via social media.</p> <p>French Screening interviews continue to be conducted to identify qualified French Immersion teachers at all levels.</p> | <p>Human Resource Services attended a variety of recruiting events to promote HRSB as a potential employer. These included the Welcome Home to Canada Employee Showcase (for job ready newcomers) at Pier 21 and the YMCA Job Fair at the Gottingen Street YMCA. We also participated in two Career Exploration days organized for high school students. This provided an excellent opportunity to encourage all students of diverse backgrounds to think about teaching as a potential career and to consider other career opportunities within the HRSB.</p> <p>Approximately 230 new substitutes and casuals were hired to support our schools, and further reflect the diversity of the student population. Over 35 self-identified on the diversity questionnaire under categories including Aboriginal, African Nova Scotian and racially visible.</p> <p>A presentation was delivered to the Library Information Technology class at NSCC and we continue to work with agencies such as the YWCA, Success College and Maritime Business College to host on-the-job training placements.</p> <p>French Programs implemented a pilot project to work with teachers to improve their French oral/written language skills with the goal of increasing the number of qualified French Immersion teachers at all levels.</p> |



| <u>Priorities</u>   | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>   |
|---|---|---|
| <b><u>Business Plan Goal</u></b>  |   |   |
| <b>4. To build engagement, support and confidence in HRSB</b>   |   |   |
| <ul style="list-style-type: none"> <li>Establish an annual engagement process with all SACs to support the Long Range Outlook.</li> </ul> | <p>School Administration and Operations staff have begun conversations on planning an annual engagement session with communities to seek input on the Long Range Outlook (LRO). Staff from both departments has participated in professional development on engagement to assist with planning meaningful ways to gather feedback and input from participants. It is the intention of the departments to establish dates for the engagement of School Advisory Councils (SACs) with the LRO for the Spring of 2016. The LRO Action Plan will be used to target SACs for consultation that will be directly impacted by changes in school enrollments and infrastructure issues.</p> | <p>The Long Range Outlook (LRO) Action Plan was presented to the Governing Board in September 2015 and identified priorities for action items (School Reviews) to be proposed for this school year.</p> <p>There were two School Reviews approved by the Governing Board in December 2015 (5 schools in Citadel family of schools and 4 schools in Eastern Passage).</p> <p>Consultations are being planned to take place with the School Advisory Council (SAC) chairs from the impacted schools in the Citadel High and Eastern Passage family of schools regarding the process for School Review and how the LRO informs the process.</p> <p>The September 30, 2015 student enrollment data has been finalized and will be used to update the LRO in April 2016. The updated LRO will be reviewed with SACs.</p> |
| <ul style="list-style-type: none"> <li>Demonstrate improvement with strategic communication plans.</li> </ul>                             | <p>The revised Communications Policy was approved on April 22, 2015. New to the procedures was section 3.2 which states, "Communication Services staff is responsible for developing an annual communications plan that aligns with the goals and priorities of the annual HRSB Business Plan." This plan was shared with Senior Staff in September and communications priorities for September and October were developed.</p> <p>The Superintendent and Communications Coordinator meet on a regular basis to discuss strategic</p>   | <p>Strategic communication plans and initiatives are discussed on a regular basis by the Superintendent and the Communications Coordinator. New communications plans developed during this quarter include:</p> <ul style="list-style-type: none"> <li>HRSB Response to the Auditor General's Report;</li> <li>Outlining the School Review Process;</li> <li>Having a plan for snow days; and</li> <li>HRSB Preparations for Syrian Newcomers.</li> </ul>   |

| <u>Priorities</u>  | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>   |
|--|---|---|
|  | <p>communications initiatives and a weekly update is provided to the Governing Board through the BoardCast.</p> <p>Some notable communications plans developed include: HRSB and provincial capital repairs, Eastern Passage Boundary Review and the opening of school.</p>   |   |
| <ul style="list-style-type: none"> <li>Seek opportunities to promote the HRSB with Department of Education and Early Childhood Development, HRM and community partners.</li> </ul> | <p>Board members promote HRSB whenever possible through their regular visits at schools and at community events/meetings (when invited). They also promote all the good things that are happening at HRSB when they meet parents and community members on a daily basis. Board members are working to develop and maintain a positive relationship with HRM as part of their ongoing planning. There are Board members who send newsletters to School Advisory Councils, principals, vice principals and Parent Teacher Associations at 4-6 week intervals.</p> <p>Since April 2015, eight letters were sent by Board members to the Minister and seven were received, three were exchanged between Board members and HRM, and five between other partners. Copies of these letters are available with the Board meeting agendas on the HRSB website.</p> | <p>Board Members continue to promote HRSB whenever possible through their school visits and community involvement in various activities. Board Members were quite pleased with a presentation given by Mr. Jacob Ritchie, on December 2, 2015 with regards to HRM – Regional plan and more precisely, the Peninsula area. They appreciated the time he spent explaining the plans and answering their questions. They look forward to similar collaboration opportunities in the future.</p> <p>From October to December 2015, one letter was sent by Board members to the Minister and three were received. One letter was also received from Mayor Mike Savage. Copies of these letters are available with the Board meeting agendas on the HRSB website.</p> |
| <ul style="list-style-type: none"> <li>Achieve greater efficiency in the operation of our facility plant operations.</li> </ul>  | <p>There are 71 Energy Upgrade projects underway or completed at the 90 schools planned under the four year project. Of the 71, there are 23 with all measures substantially complete. The remaining schools are expected to have their measures completed by the end of fiscal year 2015-2016. The total expenditure for the work planned in 2015-2016 is \$8.5 million, including \$375,000 of utility rebates (Efficiency NS). It is anticipated that the board will save approximately \$745,000 in utility expenses annually (based on 2009 rates) due to the work completed this year under the Energy Project. The total annual utility savings at the</p>   | <p>There are 71 Energy Upgrade projects underway or completed at the 90 schools planned under the four year project. Of the 71, there are 34 with all measures substantially complete. The total expenditure for the work planned in 2015-2016 as of Dec 31 is \$8.5 million, including \$438,000 of utility rebates (Efficiency One).</p> <ul style="list-style-type: none"> <li>Lighting Retrofits: 8 in progress, 6 more were tendered in December (56 completed to date)</li> <li>New Building Automation Systems: 8 in progress, 13 awarded and planned to start in January (42 completed to date)</li> </ul>  |

| <u>Priorities</u> | <u>Progress to Date – September 30, 2015</u>  | <u>Progress to Date – December 31, 2015</u>  |
|-------------------|---|--|
|                   | <p>completion of three years is anticipated to be in excess of \$2 million.</p> <p>Summary of Energy Upgrade Work completed in the first two quarters of fiscal year 2015-2016:</p> <ul style="list-style-type: none"> <li>• Lighting Retrofits: 56 completed, 14 more started</li> <li>• New Building Automation Systems: 42 completed, 21 started</li> <li>• Natural Gas Boiler Conversions: 14 completed, 9 started</li> <li>• Water Conservation Packages: 23 completed, 10 started</li> <li>• Building Envelope Sealing: 29 completed, 14 started</li> <li>• Smart Meters: 29 completed, 28 started and 14 in design</li> </ul> <p>At the end of fiscal year 2015-2016, we will have completed 71 of the 90 planned projects under the energy performance contract with MCW Custom Energy Solutions Ltd. This accounts for approximately \$29.5 million of the \$34 million project.</p> | <ul style="list-style-type: none"> <li>• Natural Gas Boiler Conversions: 6 in progress, 2 awarded and planned to start in January (14 completed to date)</li> <li>• Water Conservation Packages: 10 in progress (23 completed to date)</li> <li>• Building Envelope Sealing: 14 awarded and planned to start in January (47 completed to date)</li> <li>• Smart Meters: 14 in progress, 14 awarded and planned to start in January (43 completed to date)</li> <li>• Energy Recovery Ventilators: 2 awarded and planned to start in January</li> <li>• Energy Dashboards: 14 in progress, 14 awarded and planned to start in January (43 completed to date)</li> </ul> <p>At the end of fiscal year 2015-2016, we will have completed 71 of the 90 planned projects under the energy performance contract with MCW Custom Energy Solutions Ltd. This accounts for approximately \$29.5 million of the \$34 million project. The total annual utility savings at the completion of three years is anticipated to be in excess of \$2 million (based on 2009 utility rates).</p> |

## 2. FINANCIAL REPORT

The following report outlines the General Fund and Supplementary Fund results for the three month period ending December 31, 2015, as well as year-to-date results and projections for the remainder of the fiscal year.

The statements report a projected net deficit of \$497,200 but also include a planned use of accumulated surplus in the amount of \$499,600. This amount relates to the designation for accumulated surplus for Capital Amortization. As assets are amortized, the future value resides in the Board's accumulated surplus, and does not come from current year's operations. This results in a projected General Fund operating surplus of \$2,400. At this point in the year, staffing adjustments have stabilized, but substitute teacher costs, utilities, and snow removal costs for the final

three months of the fiscal year continue to be difficult to predict at this time. There have been favorable variances with heating fuel costs, but these have been offset by increased pressures for building maintenance. Based on results to date, and barring any unusual circumstances, it is anticipated that budget targets will be met. Staff will continue to monitor expenditures in all categories, to ensure that we meet our targets. The variance analysis at the end of this report provides explanations for significant variances from budget or from the same period last year.

The Supplementary Fund budget amounts were presented and approved before final figures were confirmed by HRM. The final revenue allocation to HRSB is \$7,400 higher than budgeted. Despite this variance, results to date indicate that the Supplementary Fund is projected to meet budget targets by year-end with no major issues.

**GENERAL FUND**  
**SUMMARY OF REVENUES AND EXPENDITURES**  
December 31, 2015

|                                      | Actual<br>Oct-Dec<br>2015-2016 | Actual<br>Year to Date<br>2015-2016 | Budget<br>2015-2016 | % BUD<br>Used | PROJECTION<br>2015-2016 | Proj %<br>Bud Util | Projected<br>Budget<br>Variance | Actual<br>Year to Date<br>2014-2015 | New<br>Line |
|--------------------------------------|--------------------------------|-------------------------------------|---------------------|---------------|-------------------------|--------------------|---------------------------------|-------------------------------------|-------------|
| <b>REVENUE</b>                       |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| <b>Province of Nova Scotia</b>       |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| Formula Funding                      | 72,550,017                     | 210,024,903                         | 274,898,200         | 76.4%         | 274,898,200             | 100.0%             | 0                               | 207,090,565                         | NR1         |
| Provincial Initiatives               | 11,339,195                     | 17,598,577                          | 19,419,900          | 90.6%         | 19,815,900              | 102.0%             | -396,000                        | 17,605,235                          | NR2         |
| Other Prov Initiatives and Grants    | 523,672                        | 6,207,910                           | 6,074,400           | 102.2%        | 7,275,300               | 119.8%             | -1,200,900                      | 8,419,346                           | NR3         |
| <i>Subtotal</i>                      | <b>84,412,884</b>              | <b>233,831,391</b>                  | <b>300,392,500</b>  | <b>77.8%</b>  | <b>301,989,400</b>      | <b>100.5%</b>      | <b>-1,596,900</b>               | <b>233,115,147</b>                  |             |
| <b>Halifax Regional Municipality</b> |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| Mandatory Contribution               | 31,458,950                     | 94,376,850                          | 125,835,800         | 75.0%         | 125,835,800             | 100.0%             | 0                               | 89,892,150                          | NR4         |
| <i>Subtotal</i>                      | <b>31,458,950</b>              | <b>94,376,850</b>                   | <b>125,835,800</b>  | <b>75.0%</b>  | <b>125,835,800</b>      | <b>100.0%</b>      | <b>0</b>                        | <b>89,892,150</b>                   |             |
| <b>Government of Canada</b>          |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| Adult EAL                            | 95,628                         | 837,401                             | 1,997,000           | 41.9%         | 1,997,000               | 100.0%             | 0                               | 798,544                             | NR5         |
| French Special Projects              | 34,220                         | 34,220                              | 231,500             | 14.8%         | 231,500                 | 100.0%             | 0                               | 115,775                             | NR6         |
| Minority Official Language           | 85,198                         | 85,198                              | 160,600             | 53.0%         | 160,600                 | 100.0%             | 0                               | 82,422                              | NR7         |
| Other Projects                       | 737                            | 262,863                             | 0                   | n/a           | 262,900                 | n/a                | -262,900                        | 18,501                              | NR8         |
| <i>Subtotal</i>                      | <b>215,783</b>                 | <b>1,219,682</b>                    | <b>2,389,100</b>    | <b>51.1%</b>  | <b>2,652,000</b>        | <b>111.0%</b>      | <b>-262,900</b>                 | <b>1,015,242</b>                    |             |
| <b>Board Generated Revenue</b>       |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| Investment Income                    | 85,031                         | 220,396                             | 300,000             | 73.5%         | 295,400                 | 98.5%              | 4,600                           | 365,035                             | NR9         |
| Summer School Fees                   | 0                              | 10,850                              | 22,500              | 48.2%         | 10,900                  | 48.4%              | 11,600                          | 10,871                              | NR10        |
| Facilities Rental                    | 147,641                        | 332,422                             | 773,000             | 43.0%         | 796,200                 | 103.0%             | -23,200                         | 181,011                             | NR11        |
| EXCEL - Bef & After Sch Program      | 2,710,199                      | 7,205,545                           | 9,332,500           | 77.2%         | 9,008,100               | 96.5%              | 324,400                         | 6,929,164                           | NR12        |
| International Services               | 997,912                        | 2,369,216                           | 3,466,700           | 68.3%         | 3,557,600               | 102.6%             | -90,900                         | 2,360,876                           | NR13        |
| Miscellaneous                        | 44,860                         | 490,906                             | 180,800             | 271.5%        | 502,500                 | 277.9%             | -321,700                        | 604,396                             | NR14        |
| <i>Subtotal</i>                      | <b>3,985,643</b>               | <b>10,629,336</b>                   | <b>14,075,500</b>   | <b>75.5%</b>  | <b>14,170,700</b>       | <b>100.7%</b>      | <b>-95,200</b>                  | <b>10,451,354</b>                   |             |
| <b>TOTAL REVENUE</b>                 | <b>120,073,260</b>             | <b>340,057,259</b>                  | <b>442,692,900</b>  | <b>76.8%</b>  | <b>444,647,900</b>      | <b>100.4%</b>      | <b>-1,955,000</b>               | <b>334,473,893</b>                  |             |

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|  | Actual<br>Oct-Dec<br>2015-2016 | Actual<br>Year to Date<br>2015-2016 | Budget<br>2015-2016 | % BUD<br>Used | PROJECTION<br>2015-2016 | Proj %<br>Bud Util | Projected<br>Budget<br>Variance | Actual<br>Year to Date<br>2014-2015 | New<br>Line |
|--|--------------------------------|-------------------------------------|---------------------|---------------|-------------------------|--------------------|---------------------------------|-------------------------------------|-------------|
| <b><u>EXPENDITURES</u></b>                 |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| <b><u>BOARD GOVERNANCE</u></b>             |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| Salaries                                   | 25,900                         | 82,075                              | 114,100             | 71.9%         | 109,700                 | 96.1%              | 4,400                           | 76,416                              | BG1         |
| Benefits                                   | 465                            | 1,467                               | 2,000               | 73.4%         | 2,000                   | 100.0%             | 0                               | 1,223                               | BG2         |
| Travel                                     | 6,591                          | 8,849                               | 13,400              | 66.0%         | 13,400                  | 100.0%             | 0                               | 11,044                              | BG3         |
| Supplies/Materials                         | 7,387                          | 31,931                              | 55,100              | 58.0%         | 55,100                  | 100.0%             | 0                               | 34,181                              | BG4         |
| Professional Development                   | 5,712                          | 8,338                               | 31,600              | 26.4%         | 31,600                  | 100.0%             | 0                               | 13,973                              | BG5         |
| NSSBA Dues                                 | 0                              | 85,000                              | 85,000              | 100.0%        | 85,000                  | 100.0%             | 0                               | 85,000                              | BG6         |
| <b>Total Board Governance</b>              | <b>46,055</b>                  | <b>217,660</b>                      | <b>301,200</b>      | <b>72.3%</b>  | <b>296,800</b>          | <b>98.5%</b>       | <b>4,400</b>                    | <b>221,836</b>                      |             |
| <b><u>OFFICE OF THE SUPERINTENDENT</u></b> |                                |                                     |                     |               |                         |                    |                                 |                                     |             |
| Salaries                                   | 295,073                        | 610,341                             | 954,900             | 63.9%         | 866,500                 | 90.7%              | 88,400                          | 625,422                             | OS1         |
| Benefits                                   | 25,162                         | 74,249                              | 139,300             | 53.3%         | 116,800                 | 83.8%              | 22,500                          | 94,672                              | OS2         |
| Travel                                     | 7,251                          | 8,747                               | 15,000              | 58.3%         | 15,000                  | 100.0%             | 0                               | 6,606                               | OS3         |
| Contracted Services                        | 54,263                         | 171,876                             | 250,000             | 68.8%         | 350,000                 | 140.0%             | -100,000                        | 131,130                             | OS4         |
| Supplies/Materials                         | 39,598                         | 74,325                              | 95,000              | 78.2%         | 95,000                  | 100.0%             | 0                               | 62,445                              | OS5         |
| Professional Development                   | 5,312                          | 14,476                              | 32,400              | 44.7%         | 32,400                  | 100.0%             | 0                               | 11,161                              | OS6         |
| <b>Total Office of the Superintendent</b>  | <b>426,659</b>                 | <b>954,013</b>                      | <b>1,486,600</b>    | <b>64.2%</b>  | <b>1,475,700</b>        | <b>99.3%</b>       | <b>10,900</b>                   | <b>931,435</b>                      |             |

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|                                  | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|----------------------------------|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b><u>FINANCIAL SERVICES</u></b> |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Administration</b>            |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                         | 424,024                                 | 1,196,599                                    | 1,638,900                   | 73.0%                 | 1,608,400                       | 98.1%                      | 30,500                                   | 1,183,125                                    | FA1                 |
| Benefits                         | 92,645                                  | 292,232                                      | 418,300                     | 69.9%                 | 409,800                         | 98.0%                      | 8,500                                    | 292,346                                      | FA2                 |
| Travel                           | 697                                     | 2,281  | 3,000                       | 76.0%                 | 3,000                           | 100.0%                     | 0  | 2,586  | FA3                 |
| Contracted Services              | -34,952                                 | 3,306  | 52,500                      | 6.3%                  | 52,500                          | 100.0%                     | 0  | 9,335  | FA4                 |
| Supplies/Materials               | 35,656                                  | 93,183                                       | 160,000                     | 58.2%                 | 140,000                         | 87.5%                      | 20,000                                   | 107,065                                      | FA5                 |
| Bank/Interest Costs              | 50                                      | 50   | 1,500                       | 3.3%                  | 1,500                           | 100.0%                     | 0  | 0  | FA6                 |
| Insurance                        | 85,695                                  | 257,085                                      | 342,700                     | 75.0%                 | 342,700                         | 100.0%                     | 0  | 180,107                                      | FA7                 |
| <b>Total Financial Services</b>  | <b>603,815</b>                          | <b>1,844,736</b>                             | <b>2,616,900</b>            | <b>70.5%</b>          | <b>2,557,900</b>                | <b>97.7%</b>               | <b>59,000</b>                            | <b>1,774,565</b>                             |                     |

**HUMAN RESOURCE SERVICES**

**Administration**

|                           |                |                  |                  |              |                  |              |               |                  |     |
|---------------------------|----------------|------------------|------------------|--------------|------------------|--------------|---------------|------------------|-----|
| Salaries                  | 477,508        | 1,334,381        | 1,807,900        | 73.8%        | 1,784,800        | 98.7%        | 23,100        | 1,228,817        | HR1 |
| Benefits                  | 92,753         | 305,353          | 431,800          | 70.7%        | 430,100          | 99.6%        | 1,700         | 290,931          | HR2 |
| Travel                    | 841            | 1,641            | 5,000            | 32.8%        | 5,000            | 100.0%       | 0             | 1,699            | HR3 |
| Attendance/Abilities Fund | 2,658          | 12,169           | 25,400           | 47.9%        | 25,400           | 100.0%       | 0             | 15,744           | HR4 |
| Supplies/Materials        | 40,783         | 69,227           | 82,900           | 83.5%        | 87,900           | 106.0%       | -5,000        | 60,425           | HR5 |
| Pension Top-ups           | -6,598         | 18,052           | 24,100           | 74.9%        | 24,100           | 100.0%       | 0             | 37,023           | HR6 |
| <i>Subtotal</i>           | <b>607,944</b> | <b>1,740,823</b> | <b>2,377,100</b> | <b>73.2%</b> | <b>2,357,300</b> | <b>99.2%</b> | <b>19,800</b> | <b>1,634,639</b> |     |

**Staff Development**

|                          |                |                |                  |              |                  |               |          |                |     |
|--------------------------|----------------|----------------|------------------|--------------|------------------|---------------|----------|----------------|-----|
| Professional Development | 246,897        | 422,150        | 2,180,000        | 19.4%        | 2,180,000        | 100.0%        | 0        | 368,089        | HR7 |
| <i>Subtotal</i>          | <b>246,897</b> | <b>422,150</b> | <b>2,180,000</b> | <b>19.4%</b> | <b>2,180,000</b> | <b>100.0%</b> | <b>0</b> | <b>368,089</b> |     |

|                                      |                |                  |                  |              |                  |              |               |                  |  |
|--------------------------------------|----------------|------------------|------------------|--------------|------------------|--------------|---------------|------------------|--|
| <b>Total Human Resource Services</b> | <b>854,841</b> | <b>2,162,973</b> | <b>4,557,100</b> | <b>47.5%</b> | <b>4,537,300</b> | <b>99.6%</b> | <b>19,800</b> | <b>2,002,729</b> |  |
|--------------------------------------|----------------|------------------|------------------|--------------|------------------|--------------|---------------|------------------|--|

**GENERAL FUND**  
**SUMMARY OF REVENUES AND EXPENDITURES**  
**December 31, 2015**

|                               | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|-------------------------------|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b><u>SCHOOL SERVICES</u></b> |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Administration</b>         |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 491,666                                 | 1,416,712                                    | 1,837,700                   | 77.1%                 | 1,846,900                       | 100.5%                     | -9,200                                   | 1,391,464                                    | SS1                 |
| Benefits                      | 20,897                                  | 89,115                                       | 137,700                     | 64.7%                 | 137,400                         | 99.8%                      | 300                                      | 88,811                                       | SS2                 |
| Travel                        | 3,014                                   | 7,714  | 15,000                      | 51.4%                 | 15,000                          | 100.0%                     | 0  | 8,825  | SS3                 |
| Supplies/Materials            | 6,801                                   | 12,996                                       | 36,500                      | 35.6%                 | 36,500                          | 100.0%                     | 0  | 21,910                                       | SS4                 |
| <i>Subtotal</i>               | <b>522,379</b>                          | <b>1,526,537</b>                             | <b>2,026,900</b>            | <b>75.3%</b>          | <b>2,035,800</b>                | <b>100.4%</b>              | <b>-8,900</b>                            | <b>1,511,011</b>                             |                     |
| <b>School Costs</b>           |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Classroom Based</b>        |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 53,479,527                              | 148,352,368                                  | 193,988,200                 | 76.5%                 | 194,671,500                     | 100.4%                     | -683,300                                 | 144,344,323                                  | SS5                 |
| Benefits                      | 1,833,126                               | 9,534,859                                    | 13,699,800                  | 69.6%                 | 13,603,200                      | 99.3%                      | 96,600                                   | 9,062,079                                    | SS6                 |
| Travel                        | 29,723                                  | 68,874                                       | 140,300                     | 49.1%                 | 140,300                         | 100.0%                     | 0  | 71,913                                       | SS7                 |
| Supplies/Materials            | 1,993,711                               | 3,853,646                                    | 6,120,400                   | 63.0%                 | 6,110,600                       | 99.8%                      | 9,800                                    | 4,186,832                                    | SS8                 |
| <i>Subtotal</i>               | <b>57,336,088</b>                       | <b>161,809,747</b>                           | <b>213,948,700</b>          | <b>75.6%</b>          | <b>214,525,600</b>              | <b>100.3%</b>              | <b>-576,900</b>                          | <b>157,665,147</b>                           |                     |
| <b>Special Education</b>      |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 12,265,934                              | 34,759,937                                   | 47,011,700                  | 73.9%                 | 46,265,600                      | 98.4%                      | 746,100                                  | 33,983,503                                   | SS9                 |
| Benefits                      | 1,976,729                               | 6,265,025                                    | 8,426,500                   | 74.3%                 | 8,409,100                       | 99.8%                      | 17,400                                   | 6,045,691                                    | SS10                |
| Travel                        | 2,235                                   | 6,971  | 12,000                      | 58.1%                 | 12,000                          | 100.0%                     | 0  | 7,340  | SS11                |
| Supplies/Materials            | 10,738                                  | 17,300                                       |                             | n/a                   | 17,300                          | n/a                        | -17,300                                  | 0  | SS12                |
| <i>Subtotal</i>               | <b>14,255,635</b>                       | <b>41,049,233</b>                            | <b>55,450,200</b>           | <b>74.0%</b>          | <b>54,704,000</b>               | <b>98.7%</b>               | <b>746,200</b>                           | <b>40,036,534</b>                            |                     |
| <b>Student Support</b>        |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 3,182,442                               | 8,289,873                                    | 10,740,500                  | 77.2%                 | 10,809,000                      | 100.6%                     | -68,500                                  | 7,555,875                                    | SS13                |
| Benefits                      | 205,209                                 | 633,790                                      | 882,200                     | 71.8%                 | 899,700                         | 102.0%                     | -17,500                                  | 585,934                                      | SS14                |
| Travel                        | 15,001                                  | 38,722                                       | 49,200                      | 78.7%                 | 49,200                          | 100.0%                     | 0  | 34,595                                       | SS15                |
| Supplies/Materials            | 23                                      | 23   | 15,000                      | 0.2%                  | 15,000                          | 100.0%                     | 0  | 30,717                                       | SS16                |
| <i>Subtotal</i>               | <b>3,402,674</b>                        | <b>8,962,407</b>                             | <b>11,686,900</b>           | <b>76.7%</b>          | <b>11,772,900</b>               | <b>100.7%</b>              | <b>-86,000</b>                           | <b>8,207,121</b>                             |                     |



**GENERAL FUND**  
**SUMMARY OF REVENUES AND EXPENDITURES**  
**December 31, 2015**

|                               | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|-------------------------------|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b>Guidance</b>               |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 1,836,115                               | 5,221,024                                    | 6,787,300                   | 76.9%                 | 6,789,900                       | 100.0%                     | -2,600                                   | 4,579,844                                    | SS17                |
| Benefits                      | 41,852                                  | 293,227                                      | 424,100                     | 69.1%                 | 426,800                         | 100.6%                     | -2,700                                   | 249,540                                      | SS18                |
| Travel                        | 367                                     | 678  | 0                           | n/a                   | 700                             | n/a                        | -700                                     | 1,339  | SS19                |
| <i>Subtotal</i>               | <b>1,878,335</b>                        | <b>5,514,929</b>                             | <b>7,211,400</b>            | <b>76.5%</b>          | <b>7,217,400</b>                | <b>100.1%</b>              | <b>-6,000</b>                            | <b>4,830,724</b>                             |                     |
| <b>Library</b>                |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 121,751                                 | 315,861                                      | 398,200                     | 79.3%                 | 406,000                         | 102.0%                     | -7,800                                   | 395,235                                      | SS20                |
| Benefits                      | 33,819                                  | 94,477                                       | 124,700                     | 75.8%                 | 125,000                         | 100.2%                     | -300                                     | 96,780                                       | SS21                |
| Travel                        | 11                                      | 76   | 0                           | n/a                   | 100                             | n/a                        | -100                                     | 270  | SS22                |
| Supplies/Materials            | 96,164                                  | 126,261                                      | 316,000                     | 40.0%                 | 316,000                         | 100.0%                     | 0  | 139,796                                      | SS23                |
| <i>Subtotal</i>               | <b>251,745</b>                          | <b>536,676</b>                               | <b>838,900</b>              | <b>64.0%</b>          | <b>847,100</b>                  | <b>101.0%</b>              | <b>-8,200</b>                            | <b>632,081</b>                               |                     |
| <b>School Administration</b>  |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 8,540,665                               | 23,258,895                                   | 31,405,900                  | 74.1%                 | 30,870,400                      | 98.3%                      | 535,500                                  | 23,049,447                                   | SS24                |
| Benefits                      | 666,888                                 | 2,074,901                                    | 3,155,800                   | 65.7%                 | 3,108,900                       | 98.5%                      | 46,900                                   | 2,083,319                                    | SS25                |
| Travel                        | 8,610                                   | 24,445                                       | 46,800                      | 52.2%                 | 46,800                          | 100.0%                     | 0  | 30,778                                       | SS26                |
| <i>Subtotal</i>               | <b>9,216,163</b>                        | <b>25,358,241</b>                            | <b>34,608,500</b>           | <b>73.3%</b>          | <b>34,026,100</b>               | <b>98.3%</b>               | <b>582,400</b>                           | <b>25,163,544</b>                            |                     |
| <b>Other</b>                  |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                      | 782,258                                 | 1,691,785                                    | 2,583,200                   | 65.5%                 | 2,583,200                       | 100.0%                     | 0  | 1,565,469                                    | SS27                |
| Benefits                      | 68,684                                  | 114,263                                      | 159,800                     | 71.5%                 | 159,800                         | 100.0%                     | 0  | 114,598                                      | SS28                |
| Other                         | 534                                     | 534  | 0                           | n/a                   | 500                             | n/a                        | -500                                     | 0  | SS29                |
| <i>Subtotal</i>               | <b>851,476</b>                          | <b>1,806,583</b>                             | <b>2,743,000</b>            | <b>65.9%</b>          | <b>2,743,500</b>                | <b>100.0%</b>              | <b>-500</b>                              | <b>1,680,067</b>                             |                     |
| <i>TOTAL - School Costs</i>   | <b>87,192,116</b>                       | <b>245,037,815</b>                           | <b>326,487,600</b>          | <b>75.1%</b>          | <b>325,836,600</b>              | <b>99.8%</b>               | <b>651,000</b>                           | <b>238,215,217</b>                           |                     |
| <b>School Services Grants</b> |   |  |                             |                       |                                 |                            |  |  |                     |
| School Services Grants        | 1,371,076                               | 1,802,472                                    | 1,955,800                   | 92.2%                 | 2,428,300                       | 124.2%                     | -472,500                                 | 1,762,911                                    | SS30                |
| <i>Subtotal</i>               | <b>1,371,076</b>                        | <b>1,802,472</b>                             | <b>1,955,800</b>            | <b>92.2%</b>          | <b>2,428,300</b>                | <b>124.2%</b>              | <b>-472,500</b>                          | <b>1,762,911</b>                             |                     |

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|  | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|--|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b>Schools Services Prof Development</b> |   |  |                             |                       |                                 |                            |  |  |                     |
| Professional Development                 | 19,222                                  | 83,733                                       | 125,000                     | 67.0%                 | 125,000                         | 100.0%                     | 0  | 81,700                                       | SS31                |
| <i>Subtotal</i>                          | <b>19,222</b>                           | <b>83,733</b>                                | <b>125,000</b>              | <b>67.0%</b>          | <b>125,000</b>                  | <b>100.0%</b>              | <b>0</b>                                 | <b>81,700</b>                                |                     |
| <b>International Students</b>            |   |  |                             |                       |                                 |                            |  |  |                     |
| Revenue                                  | 997,912                                 | 2,369,216                                    | 3,466,700                   | 68.3%                 | 3,557,600                       | 102.6%                     | -90,900                                  | 2,360,876                                    | SS32                |
| <i>Subtotal</i>                          | <b>870,805</b>                          | <b>2,126,345</b>                             | <b>2,690,300</b>            | <b>79.0%</b>          | <b>2,782,700</b>                | <b>103.4%</b>              | <b>-92,400</b>                           | <b>1,882,520</b>                             | SS33                |
| <i>Net Revenue</i>                       | 127,107                                 | 242,871                                      | 776,400                     | 31.3%                 | 774,900                         | 99.8%                      | 1,500                                    | 478,356                                      |                     |
| <b>Other</b>                             |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                                 | 35,244                                  | 198,425                                      | 234,000                     | 84.8%                 | 234,000                         | 100.0%                     | 0  | 218,018                                      | SS34                |
| Benefits                                 | 1,580                                   | 10,516                                       | 31,000                      | 33.9%                 | 31,000                          | 100.0%                     | 0  | 13,593                                       | SS35                |
| Supplies/Materials                       | 1,818                                   | 2,164  | 52,500                      | 4.1%                  | 52,500                          | 100.0%                     | 0  | 2,479  | SS36                |
| <i>Subtotal</i>                          | <b>38,643</b>                           | <b>211,105</b>                               | <b>317,500</b>              | <b>66.5%</b>          | <b>317,500</b>                  | <b>100.0%</b>              | <b>0</b>                                 | <b>234,090</b>                               |                     |
| <b>Total School Services</b>             | <b>90,014,241</b>                       | <b>250,788,007</b>                           | <b>333,603,100</b>          | <b>75.2%</b>          | <b>333,525,900</b>              | <b>100.0%</b>              | <b>77,200</b>                            | <b>243,687,448</b>                           |                     |
| <b><u>PROGRAM</u></b>                    |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Administration</b>                    |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                                 | 778,427                                 | 2,336,093                                    | 2,981,800                   | 78.3%                 | 3,009,700                       | 100.9%                     | -27,900                                  | 2,259,692                                    | NP1                 |
| Benefits                                 | 34,950                                  | 156,164                                      | 242,100                     | 64.5%                 | 235,600                         | 97.3%                      | 6,500                                    | 154,475                                      | NP2                 |
| Travel                                   | 9,666                                   | 20,484                                       | 32,100                      | 63.8%                 | 32,100                          | 100.0%                     | 0  | 23,134                                       | NP3                 |
| Supplies/Materials                       | 11,284                                  | 23,000                                       | 52,500                      | 43.8%                 | 52,500                          | 100.0%                     | 0  | 27,297                                       | NP4                 |
| <i>Subtotal</i>                          | <b>834,327</b>                          | <b>2,535,742</b>                             | <b>3,308,500</b>            | <b>76.6%</b>          | <b>3,329,900</b>                | <b>100.6%</b>              | <b>-21,400</b>                           | <b>2,464,598</b>                             |                     |

**GENERAL FUND**  
**SUMMARY OF REVENUES AND EXPENDITURES**  
**December 31, 2015**

|                                   | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|-----------------------------------|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b>Student Support</b>            |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                          | 2,288,697                               | 5,899,474                                    | 7,588,900                   | 77.7%                 | 7,832,700                       | 103.2%                     | -243,800                                 | 5,534,346                                    | NP5                 |
| Benefits                          | 103,708                                 | 399,126                                      | 517,300                     | 77.2%                 | 559,400                         | 108.1%                     | -42,100                                  | 371,840                                      | NP6                 |
| Travel                            | 17,842                                  | 51,204                                       | 80,000                      | 64.0%                 | 80,000                          | 100.0%                     | 0  | 53,915                                       | NP7                 |
| Supplies/Materials/Services       | 835,106                                 | 1,358,404                                    | 2,237,000                   | 60.7%                 | 2,053,800                       | 91.8%                      | 183,200                                  | 1,112,132                                    | NP8/9               |
| <i>Subtotal</i>                   | <b>3,245,353</b>                        | <b>7,708,208</b>                             | <b>10,423,200</b>           | <b>74.0%</b>          | <b>10,525,900</b>               | <b>101.0%</b>              | <b>-102,700</b>                          | <b>7,072,233</b>                             |                     |
| <b>Program Grants</b>             |   |  |                             |                       |                                 |                            |  |  |                     |
| Program Grants                    | 1,435,664                               | 3,018,264                                    | 5,591,800                   | 54.0%                 | 6,673,000                       | 119.3%                     | -1,081,200                               | 3,248,384                                    | NP10                |
| <i>Subtotal</i>                   | <b>1,435,664</b>                        | <b>3,018,264</b>                             | <b>5,591,800</b>            | <b>54.0%</b>          | <b>6,673,000</b>                | <b>119.3%</b>              | <b>-1,081,200</b>                        | <b>3,248,384</b>                             |                     |
| <b>Professional Development</b>   |   |  |                             |                       |                                 |                            |  |  |                     |
| Professional Development          | 239,158                                 | 585,022                                      | 1,221,600                   | 47.9%                 | 1,868,100                       | 152.9%                     | -646,500                                 | 1,000,347                                    | NP11                |
| <i>Subtotal</i>                   | <b>239,158</b>                          | <b>585,022</b>                               | <b>1,221,600</b>            | <b>47.9%</b>          | <b>1,868,100</b>                | <b>152.9%</b>              | <b>-646,500</b>                          | <b>1,000,347</b>                             |                     |
| <b>Total Program</b>              | <b>5,754,502</b>                        | <b>13,847,236</b>                            | <b>20,545,100</b>           | <b>67.4%</b>          | <b>22,396,900</b>               | <b>109.0%</b>              | <b>-1,851,800</b>                        | <b>13,785,561</b>                            |                     |
| <b><u>OPERATIONS SERVICES</u></b> |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Administration</b>             |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                          | 501,452                                 | 1,393,166                                    | 1,860,100                   | 74.9%                 | 1,868,100                       | 100.4%                     | -8,000                                   | 1,359,644                                    | OS1                 |
| Benefits                          | 93,876                                  | 317,088                                      | 446,500                     | 71.0%                 | 444,000                         | 99.4%                      | 2,500                                    | 311,531                                      | OS2                 |
| Travel                            | 5,819                                   | 21,388                                       | 35,000                      | 61.1%                 | 39,300                          | 112.3%                     | -4,300                                   | 17,380                                       | OS3                 |
| Supplies/Materials                | 16,142                                  | 38,566                                       | 45,000                      | 85.7%                 | 44,900                          | 99.8%                      | 100                                      | 24,526                                       | OS4                 |
| Professional Development          | -1,694                                  | 906  | 2,500                       | 36.3%                 | 2,500                           | 100.0%                     | 0  | 4,494  | OS5                 |
| <i>Subtotal</i>                   | <b>615,596</b>                          | <b>1,771,114</b>                             | <b>2,389,100</b>            | <b>74.1%</b>          | <b>2,398,800</b>                | <b>100.4%</b>              | <b>-9,700</b>                            | <b>1,717,575</b>                             |                     |

**GENERAL FUND**  
**SUMMARY OF REVENUES AND EXPENDITURES**  
December 31, 2015

|                                 | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|---------------------------------|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b>Property Services:</b>       |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Custodial Services</b>       |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                        | 3,475,091                               | 9,726,713                                    | 12,793,100                  | 76.0%                 | 12,956,400                      | 101.3%                     | -163,300                                 | 9,869,363                                    | OS6                 |
| Benefits                        | 1,159,994                               | 3,237,113                                    | 4,279,400                   | 75.6%                 | 4,248,400                       | 99.3%                      | 31,000                                   | 3,254,066                                    | OS7                 |
| Travel                          | 531                                     | 1,087  | 2,400                       | 45.3%                 | 2,400                           | 100.0%                     | 0  | 1,913  | OS8                 |
| Supplies/Repairs/Contracted Svs | 934,054                                 | 2,710,279                                    | 4,463,200                   | 60.7%                 | 4,696,300                       | 105.2%                     | -233,100                                 | 2,644,321                                    | OS9/10/11           |
| Professional Development        | 0                                       | 0  | 1,000                       | 0.0%                  | 1,000                           | 100.0%                     | 0  | 618  | OS12                |
| <i>Subtotal</i>                 | <b>5,569,669</b>                        | <b>15,675,192</b>                            | <b>21,539,100</b>           | <b>72.8%</b>          | <b>21,904,500</b>               | <b>101.7%</b>              | <b>-365,400</b>                          | <b>15,770,281</b>                            |                     |
| <b>Maintenance Services</b>     |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                        | 460,750                                 | 1,322,150                                    | 1,889,000                   | 70.0%                 | 1,789,900                       | 94.8%                      | 99,100                                   | 1,396,465                                    | OS13                |
| Benefits                        | 158,072                                 | 447,560                                      | 639,600                     | 70.0%                 | 599,300                         | 93.7%                      | 40,300                                   | 459,677                                      | OS14                |
| Repairs/Maint/Contracted Svs    | 2,014,253                               | 4,504,321                                    | 5,242,400                   | 85.9%                 | 6,603,400                       | 126.0%                     | -1,361,000                               | 4,155,107                                    | OS15/16             |
| Vehicle Expenses                | 56,695                                  | 171,172                                      | 250,000                     | 68.5%                 | 250,000                         | 100.0%                     | 0  | 186,893                                      | OS17                |
| Professional Development        | 1,947                                   | 3,530  | 4,000                       | 88.2%                 | 4,000                           | 100.0%                     | 0  | 1,215  | OS18                |
| TCA Expense (Vehicles)          | 9,237                                   | 27,711                                       | 50,000                      | 55.4%                 | 50,000                          | 100.0%                     | 0  | 27,150                                       | OS19                |
|                                 |   |  |                             |                       |                                 |                            | 0  |  |                     |
| <i>Subtotal</i>                 | <b>2,700,954</b>                        | <b>6,476,443</b>                             | <b>8,075,000</b>            | <b>80.2%</b>          | <b>9,296,600</b>                | <b>115.1%</b>              | <b>-1,221,600</b>                        | <b>6,226,507</b>                             |                     |
| <b>Utilities</b>                |   |  |                             |                       |                                 |                            |  |  |                     |
| Supplies/Materials              | 12,234                                  | 29,816                                       | 67,000                      | 44.5%                 | 67,000                          | 100.0%                     | 0  | 45,252                                       | OS20                |
| Utilities                       | 2,403,448                               | 6,295,625                                    | 13,380,300                  | 47.1%                 | 12,198,500                      | 91.2%                      | 1,181,800                                | 7,841,371                                    | OS21                |
| Insurance                       | 168,854                                 | 534,914                                      | 707,600                     | 75.6%                 | 707,600                         | 100.0%                     | 0  | 492,275                                      | OS22                |
| <i>Subtotal</i>                 | <b>2,584,536</b>                        | <b>6,860,356</b>                             | <b>14,154,900</b>           | <b>48.5%</b>          | <b>12,973,100</b>               | <b>91.7%</b>               | <b>1,181,800</b>                         | <b>8,378,899</b>                             |                     |
| <b>Capital</b>                  |   |  |                             |                       |                                 |                            |  |  |                     |
| Capital Expenditures            | 1,681,115                               | 2,090,450                                    | 1,151,000                   |                       | 1,182,500                       |                            | -31,500                                  | 2,288,709                                    | OS23                |
| TCA Expense                     | 124,908                                 | 374,724                                      |                             |                       | 499,600                         |                            | -499,600                                 | 407,541                                      | OS24                |
| <i>Subtotal</i>                 | <b>1,806,023</b>                        | <b>2,465,174</b>                             | <b>1,151,000</b>            | <b>214.2%</b>         | <b>1,682,100</b>                | <b>146.1%</b>              | <b>-531,100</b>                          | <b>2,696,250</b>                             |                     |

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|                                  | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|----------------------------------|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b>Student Transportation</b>    | <b>7,132,466</b>                        | <b>12,610,237</b>                            | <b>18,900,500</b>           | <b>66.7%</b>          | <b>18,640,500</b>               | <b>98.6%</b>               | <b>260,000</b>                           | <b>12,470,512</b>                            | OS25                |
| <b>Technology Services</b>       |   |  |                             |                       |                                 |                            |  |  |                     |
| Salaries                         | 599,900                                 | 1,714,962                                    | 2,258,000                   | 76.0%                 | 2,258,700                       | 100.0%                     | -700                                     | 1,720,551                                    | OS26                |
| Benefits                         | 142,534                                 | 442,535                                      | 596,700                     | 74.2%                 | 598,000                         | 100.2%                     | -1,300                                   | 436,206                                      | OS27                |
| Travel                           | 14,796                                  | 35,550                                       | 68,000                      | 52.3%                 | 64,000                          | 94.1%                      | 4,000                                    | 37,733                                       | OS28                |
| Contracted Services              | 1,582                                   | 32,089                                       | 410,100                     | 7.8%                  | 542,100                         | 132.2%                     | -132,000                                 | 132,556                                      | OS29                |
| Supplies/Materials               | 110,071                                 | 851,013                                      | 1,011,400                   | 84.1%                 | 1,128,400                       | 111.6%                     | -117,000                                 | 1,075,370                                    | OS30                |
| <i>Subtotal</i>                  | <b>868,884</b>                          | <b>3,076,148</b>                             | <b>4,344,200</b>            | <b>70.8%</b>          | <b>4,591,200</b>                | <b>105.7%</b>              | <b>-247,000</b>                          | <b>3,402,416</b>                             |                     |
| <b>Facilities Rentals</b>        |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Revenue</b>                   | <b>147,641</b>                          | <b>332,422</b>                               | <b>773,000</b>              | <b>43.0%</b>          | <b>796,200</b>                  | <b>103.0%</b>              | <b>-23,200</b>                           | <b>181,011</b>                               | OS31                |
| Salaries                         | 142,976                                 | 164,205                                      | 417,400                     | 39.3%                 | 431,500                         | 103.4%                     | -14,100                                  | 249,534                                      | OS32                |
| Benefits                         | 29,718                                  | 51,601                                       | 85,300                      | 60.5%                 | 73,300                          | 85.9%                      | 12,000                                   | 53,463                                       | OS33                |
| Contracted Services              | 52,400                                  | 52,400                                       | 52,400                      | 100.0%                | 52,400                          | 100.0%                     | 0  | 52,400                                       | OS34                |
| Other Non-Salary Expenditures    | 103                                     | 374  | 700                         | 53.4%                 | 700                             | 100.0%                     | 0  | 486  | OS35                |
| <i>Subtotal</i>                  | <b>225,197</b>                          | <b>268,580</b>                               | <b>555,800</b>              | <b>48.3%</b>          | <b>557,900</b>                  | <b>100.4%</b>              | <b>-2,100</b>                            | <b>355,882</b>                               |                     |
| <i>Net Revenue</i>               | <b>-77,556</b>                          | <b>63,843</b>                                | <b>217,200</b>              |                       | <b>238,300</b>                  |                            | <b>-21,100</b>                           | <b>-174,871</b>                              |                     |
| <b>Total Operations Services</b> | <b>21,503,326</b>                       | <b>49,203,243</b>                            | <b>71,109,600</b>           | <b>69.2%</b>          | <b>72,044,700</b>               | <b>101.3%</b>              | <b>-935,100</b>                          | <b>51,018,321</b>                            |                     |

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|  | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> | <b>New<br/>Line</b> |
|--|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|---------------------|
| <b><u>OTHER PROGRAMS</u></b>               |   |  |                             |                       |                                 |                            |  |  |                     |
| <b>Excel - Before/After School Program</b> |   |  |                             |                       |                                 |                            |  |  |                     |
| Revenue                                    | 2,710,199                               | 7,205,545                                    | 9,332,500                   | 77.2%                 | 9,008,100                       | 96.5%                      | 324,400                                  | 6,929,164                                    | OP1                 |
| Salaries                                   | 1,769,019                               | 3,525,854                                    | 5,145,200                   | 68.5%                 | 5,061,500                       | 98.4%                      | 83,700                                   | 3,255,181                                    | OP2                 |
| Benefits                                   | 205,278                                 | 426,808                                      | 625,300                     | 68.3%                 | 609,300                         | 97.4%                      | 16,000                                   | 386,627                                      | OP3                 |
| Other Costs                                | 184,774                                 | 397,389                                      | 705,800                     | 56.3%                 | 642,100                         | 91.0%                      | 63,700                                   | 367,563                                      | OP4                 |
| <i>Subtotal</i>                            | <b>2,159,071</b>                        | <b>4,350,051</b>                             | <b>6,476,300</b>            | <b>67.2%</b>          | <b>6,312,900</b>                | <b>97.5%</b>               | <b>163,400</b>                           | <b>4,009,371</b>                             |                     |
| <i>Net Revenue</i>                         | 551,128                                 | 2,855,494                                    | 2,856,200                   | 100.0%                | 2,695,200                       | 94.4%                      | 161,000                                  | 2,919,794                                    |                     |
| <b>Adult - English Additional Language</b> |   |  |                             |                       |                                 |                            |  |  |                     |
| Revenue                                    | 95,628                                  | 837,401                                      | 1,997,000                   | 41.9%                 | 1,997,000                       | 100.0%                     | 0  | 798,544                                      | OP5                 |
| Expenditures                               | 625,495                                 | 1,301,837                                    | 1,997,000                   | 65.2%                 | 1,997,000                       | 100.0%                     | 0  | 1,517,089                                    | OP6                 |
| <i>Net Revenue</i>                         | -529,867                                | -464,436                                     | 0                           |                       | 0                               |                            | 0  | -718,545                                     |                     |
| <b>Total Other Programs</b>                | <b>2,784,566</b>                        | <b>5,651,888</b>                             | <b>8,473,300</b>            | <b>66.7%</b>          | <b>8,309,900</b>                | <b>98.1%</b>               | <b>163,400</b>                           | <b>5,526,459</b>                             |                     |
| <b>TOTAL EXPENDITURES</b>                  | <b>121,988,004</b>                      | <b>324,669,757</b>                           | <b>442,692,900</b>          | <b>73.3%</b>          | <b>445,145,100</b>              | <b>100.6%</b>              | <b>-2,452,200</b>                        | <b>318,948,355</b>                           |                     |
| <b>NET SURPLUS</b>                         | <b>-1,914,744</b>                       | <b>15,387,502</b>                            | <b>0</b>                    |                       | <b>-497,200</b>                 |                            | <b>497,200</b>                           | <b>15,525,539</b>                            |                     |
| <b>PLANNED USE - ACCUMULATED SURPLUS</b>   |   |  |                             |                       | <b>-499,600</b>                 |                            |  |  |                     |
| <b>NET OPERATING SURPLUS (DEFICIT)</b>     |   |  |                             |                       | <b>2,400</b>                    |                            |  |  |                     |

**SUPPLEMENTARY FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|   | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> |
|---|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|
| <b><u>REVENUE</u></b>   |   |  |                             |                       |                                 |                            |  |  |
| <b>Halifax Regional Municipality</b><br>Supplementary Funding | <b>4,023,600</b>                        | <b>12,070,800</b>                            | <b>16,087,000</b>           | <b>75.0%</b>          | <b>16,094,400</b>               | <b>100.0%</b>              | <b>-7,400</b>                            | <b>12,419,475</b>                            |
| <b><u>EXPENDITURES</u></b>                                    |   |  |                             |                       |                                 |                            |  |  |
| <b><u>School Services</u></b>                                 |   |  |                             |                       |                                 |                            |  |  |
| <b>Classroom Teachers</b>                                     |   |  |                             |                       |                                 |                            |  |  |
| Elementary Music  | 219,511                                 | 623,710                                      | 804,200                     | 77.6%                 | 809,300                         | 100.6%                     | -5,100                                   | 615,567                                      |
| Junior High Music and Art                                     | 161,377                                 | 446,850                                      | 579,300                     | 77.1%                 | 582,900                         | 100.6%                     | -3,600                                   | 425,614                                      |
| Elementary Art  | 164,501                                 | 463,364                                      | 583,800                     | 79.4%                 | 604,300                         | 103.5%                     | -20,500                                  | 451,857                                      |
| Additional Teachers   | 777,162                                 | 2,403,003                                    | 3,159,100                   | 76.1%                 | 3,208,800                       | 101.6%                     | -49,700                                  | 2,551,419                                    |
| Fine Arts   | 445,831                                 | 1,215,970                                    | 1,558,000                   | 78.0%                 | 1,577,300                       | 101.2%                     | -19,300                                  | 1,178,269                                    |
| <i>Sub-total</i>  | <b>1,768,383</b>                        | <b>5,152,896</b>                             | <b>6,684,400</b>            | <b>77.1%</b>          | <b>6,782,600</b>                | <b>101.5%</b>              | <b>-98,200</b>                           | <b>5,222,726</b>                             |
| <b>Special Education</b>                                      |   |  |                             |                       |                                 |                            |  |  |
| Resource Teachers   | 662,149                                 | 1,895,916                                    | 2,484,100                   | 76.3%                 | 2,469,200                       | 99.4%                      | 14,900                                   | 1,878,637                                    |
| Social Workers  | 141,103                                 | 390,661                                      | 499,100                     | 78.3%                 | 505,800                         | 101.3%                     | -6,700                                   | 378,903                                      |
| Educational Program Assistants                                | 249,470                                 | 713,176                                      | 950,500                     | 75.0%                 | 932,500                         | 98.1%                      | 18,000                                   | 716,483                                      |
| <i>Sub-total</i>  | <b>1,052,722</b>                        | <b>2,999,754</b>                             | <b>3,933,700</b>            | <b>76.3%</b>          | <b>3,907,500</b>                | <b>99.3%</b>               | <b>26,200</b>                            | <b>2,974,022</b>                             |
| <b>Library &amp; Guidance</b>                                 |   |  |                             |                       |                                 |                            |  |  |
| Library Support Specialists                                   | 601,913                                 | 1,699,990                                    | 2,216,300                   | 76.7%                 | 2,211,400                       | 99.8%                      | 4,900                                    | 1,712,871                                    |
| Guidance  | 0                                       | 0  | 0                           |                       | 0                               |                            | 0  | 260,274                                      |
| <i>Sub-total</i>  | <b>601,913</b>                          | <b>1,699,990</b>                             | <b>2,216,300</b>            | <b>76.7%</b>          | <b>2,211,400</b>                | <b>99.8%</b>               | <b>4,900</b>                             | <b>1,973,144</b>                             |
| <b>Curriculum Leadership</b>                                  | <b>114,666</b>                          | <b>335,752</b>                               | <b>410,800</b>              | <b>81.7%</b>          | <b>430,600</b>                  | <b>104.8%</b>              | <b>-19,800</b>                           | <b>313,657</b>                               |

**SUPPLEMENTARY FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
December 31, 2015**

|  | <b>Actual<br/>Oct-Dec<br/>2015-2016</b> | <b>Actual<br/>Year to Date<br/>2015-2016</b> | <b>Budget<br/>2015-2016</b> | <b>% BUD<br/>Used</b> | <b>PROJECTION<br/>2015-2016</b> | <b>Proj %<br/>Bud Util</b> | <b>Projected<br/>Budget<br/>Variance</b> | <b>Actual<br/>Year to Date<br/>2014-2015</b> |
|--|---|--|-----------------------------|-----------------------|---------------------------------|----------------------------|--|--|
| <b>Other</b>                           |   |  |                             |                       |                                 |                            |  |  |
| Student Services Secretaries           | 8,608                                   | 18,942                                       | 34,500                      | 54.9%                 | 28,400                          | 82.3%                      | 6,100                                    | 18,286                                       |
| Early Learning Opportunities           | 92,339                                  | 267,438                                      | 359,100                     | 74.5%                 | 350,300                         | 97.5%                      | 8,800                                    | 256,232                                      |
| Secretaries                            | 13,422                                  | 29,841                                       | 54,100                      | 55.2%                 | 44,700                          | 82.6%                      | 9,400                                    | 28,683                                       |
| Student Support Workers                | 32,126                                  | 88,084                                       | 120,400                     | 73.2%                 | 115,900                         | 96.3%                      | 4,500                                    | 89,567                                       |
| <i>Sub-total</i>                       | <b>146,495</b>                          | <b>404,305</b>                               | <b>568,100</b>              | <b>71.2%</b>          | <b>539,300</b>                  | <b>94.9%</b>               | <b>28,800</b>                            | <b>392,768</b>                               |
| <b>Benefits</b>                        |   |  |                             |                       |                                 |                            |  |  |
| Statutory                              | 175,586                                 | 676,834                                      | 903,100                     | 74.9%                 | 893,700                         | 99.0%                      | 9,400                                    | 689,073                                      |
| Medical/Dental/SalCon                  | 96,891                                  | 273,715                                      | 410,800                     | 66.6%                 | 368,100                         | 89.6%                      | 42,700                                   | 275,415                                      |
| Service Awards                         | 20,425                                  | 61,275                                       | 81,700                      | 75.0%                 | 81,700                          | 100.0%                     | 0  | 75,000                                       |
| Pension                                | 121,357                                 | 335,088                                      | 446,700                     | 75.0%                 | 438,300                         | 98.1%                      | 8,400                                    | 328,554                                      |
| <i>Sub-total</i>                       | <b>414,259</b>                          | <b>1,346,913</b>                             | <b>1,842,300</b>            | <b>73.1%</b>          | <b>1,781,800</b>                | <b>96.7%</b>               | <b>60,500</b>                            | <b>1,368,042</b>                             |
| <b>Substitutes</b>                     | <b>101,520</b>                          | <b>236,880</b>                               | <b>338,400</b>              | <b>70.0%</b>          | <b>338,400</b>                  | <b>100.0%</b>              | <b>0</b>                                 | <b>249,927</b>                               |
| <b>Program Support</b>                 |   |  |                             |                       |                                 |                            |  |  |
| Program Supplies and Materials         | 11,670                                  | 58,392                                       | 73,000                      | 80.0%                 | 82,800                          | 113.4%                     | -9,800                                   | 59,112                                       |
| Therapeutic Swim Program               | 6,749                                   | 15,309                                       | 20,000                      | 76.5%                 | 20,000                          | 100.0%                     | 0  | 13,580                                       |
| <i>Sub-total</i>                       | <b>18,419</b>                           | <b>73,701</b>                                | <b>93,000</b>               | <b>79.2%</b>          | <b>102,800</b>                  | <b>110.5%</b>              | <b>-9,800</b>                            | <b>72,692</b>                                |
| <b>TOTAL EXPENDITURES</b>              | <b>4,218,377</b>                        | <b>12,250,190</b>                            | <b>16,087,000</b>           | <b>76.1%</b>          | <b>16,094,400</b>               | <b>100.0%</b>              | <b>-7,400</b>                            | <b>12,566,979</b>                            |
| <b>NET OPERATING SURPLUS (DEFICIT)</b> | <b>-194,777</b>                         | <b>-179,391</b>                              | <b>0</b>                    |                       | <b>0</b>                        |                            | <b>0</b>                                 | <b>-147,504</b>                              |



| Description                           | Projection<br>Variance<br>to Budget | Explanation  |
|---------------------------------------|-------------------------------------|--|
| <b>Revenue:</b>                       |                                     |  |
| <b>Province of Nova Scotia</b>        |                                     |  |
| NR2 Provincial Initiatives            | -396,000                            | Received additional Provincial grants that were not included in the budget.<br>(Offset by projected expenditures.)   |
| NR3 Other Prov Initiatives and Grants | -1,200,900                          | Received additional Provincial grants that were not included in the budget.<br>(Offset by projected expenditures.)   |
| <b>Government of Canada</b>           |                                     |  |
| NR8 Other Projects                    | -262,900                            | Prior Years HST claim that had been denied, but was subsequently paid.   |
| <b>Board Generated Revenues</b>       |                                     |  |
| NR14 Misc Board Generated Revenues    | -321,700                            | Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.  |
| <b>Expenditures:</b>                  |                                     |  |
| <b>Office of the Superintendent</b>   |                                     |  |
| OS1/2 Salaries and Benefits           | 110,900                             | The Corporate Secretary position was vacant until September, and a number of other positions within Board Services were not filled at the start of school. Savings were achieved as a result of these vacancies. |
| OS4 Contracted Services               | -100,000                            | The Corporate Secretary position was filled on a temporary basis through the Contracted Services line.   |
| <b>School Services</b>                |                                     |  |
| <b>Salaries:</b>                      |                                     |  |
| SS5 Classroom Based                   | -683,300                            |  |
| SS9 Special Education                 | 746,100                             |  |
| SS13 Student Support                  | -68,500                             |  |
| SS24 School Administration            | 535,500                             |  |
|                                       | <u>529,800</u>                      | Teachers salaries are tracking slightly lower than budgeted for this fiscal year, including substitute teacher costs.  |
| SS30 School Services Grants           | -207,500                            | Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.  |
|                                       | -265,000                            | Additional funds allocated to provide increased technology infrastructure to schools.  |
| <b>Program</b>                        |                                     |  |
| NP10 Program Grants                   | -1,081,200                          | Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.  |
| NP11 Program Professional Development | -445,700                            | Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.  |
|                                       | -200,800                            | Additional funds allocated to provide increased math and literacy support to schools.  |

| Description  | Projection<br>Variance<br>to Budget | Explanation  |
|--|-------------------------------------|--|
| <b>Operations Services</b>                           |                                     |  |
| OS6/7 Custodial Salaries and Benefits                | -132,300                            | Custodial salary and benefit costs are tracking above budget.  |
| OS9/10/11 Custodial Supplies/Repairs/Contracted Svcs | -71,900                             | Estimate of additional snowfall over contracted snowfall, contractor changes have resulted in increased projection for snow removal costs.                                       |
|  | -160,000                            | Additional funds allocated to replace and repair custodial equipment.  |
| OS13/14 Maintenance Salaries and Benefits            | 139,400                             | Maintenance salary and benefit costs are tracking below budget.  |
| OS15/16 Maintenance Repairs/Maint/Contracted Svcs    | -1,361,000                          | Increased cost pressures related to building maintenance, including environmental issues, have resulted in projections that exceed the amount budgeted.                          |
| OS21 Utilities - Heating Fuel                        | 1,181,800                           | Lower heating fuel costs as compared to budget have resulted in lower projected costs.   |
| OS24 Capital Projects                                | -499,600                            | Capital cost amortization for building improvements incurred in prior years come from the accumulated surplus, for capital cost amortization, and is not included in the budget. |
| OS25 Student Transportation                          | 260,000                             | Reduced diesel prices have created lower costs as compared to budget.  |
| OS29 Tech Svcs - Contracted Services                 | -132,000                            | Canadian/US dollar conversion rate fluctuation has increased on Powerschool license costs  |
| OS30 Tech Svcs - Supplies/Materials                  | -117,000                            | Additional funds allocated to provide increased technology infrastructure support to overall system.   |
| <b>Other Programs</b>                                |                                     |  |
| OP1 Excel Before & After Program - Revenues          | 324,400                             | Fewer students registered, compared to the budgeted number of students for the program.  |
| OP2 Excel Before & After Program - Expenditures      | 163,400                             | With fewer students registered, expenditure amounts are expected to be below budget.   |