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Private

Report No. 13-10-1440
Date: November 4, 2013

HALIFAX REGIONAL SCHOOL BOARD
September 30, 2013 – Quarterly Business Plan and Financial Update

PURPOSE: To provide the Board with the September 30, 2013 second 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 second quarter of the 2013-2014 fiscal year and includes the following:

1. Business Plan Priorities – a status report on actions taken up to September 30, 2013, on business plan priorities approved for 2013-2014. In some instances, the report may also note planned activities for the remainder of the 2013-2014 school year.
2. Financial Report – a financial report of actual revenues and expenditures for the period July 1, 2013 to September 30, 2013, 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, 2013 to March 31, 2014. 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, 2013. While this report outlines many initiatives undertaken over the past six 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 2013-2014. Results are being achieved as planned in most priority areas.

Overall, the projections show a net operating deficit of \$62,200. It is still early in the new school year and staffing adjustments continue. However, it is anticipated that budget targets can be met by the end of the fiscal year.

COST: N/A

FUNDING: N/A

TIMELINE: N/A

APPENDICES: Quarterly Business Plan and Financial Update – September 30, 2013.

RECOMMENDATIONS: It is recommended that the Audit Committee receive the September 30, 2013, Quarterly Business Plan and Financial Update report for information.

COMMUNICATIONS:

AUDIENCE	RESPONSIBLE	TIMELINE
General Public and schools via web site	Doug Hadley	Upon agenda posting

From: For further information please contact Terri Thompson, Director of Financial Services, at 464-2000 extension 2241 or e-mail at tthompson@hrsb.ca, or Kathryn Burlton, Manager of Accounting and Purchasing, at 464-2000 extension 2843 or e-mail at kburlton@hrsb.ca

To: Senior Staff – November 4, 2013
Audit Committee – November 13, 2013
Board – November 27, 2013

Quarterly Business Plan and Financial Update September 30, 2013

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 second quarter of 2013-2014.

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 2013-2014 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 2013-2014 to September 30, 2013.
2. Financial Report – a report of actual revenues and expenditures for the second quarter of the 2013-2014 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 2013-2014 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 September 30, 2013 indicate the Board is tracking close to budget. Results will be monitored very closely over the remaining 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 12, 2013 the Board approved the Business Plan and Budget for the 2013-2014 fiscal year.

The Board members and 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 – to improve student achievement and personal success, to maximize exemplary teaching practices to support high quality instruction, 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 2013-2014 school year. This second quarter report, which covers all of the activities undertaken since April 1, 2013, 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
2013-2014**

<u>Priorities</u>	<u>Progress to Date</u>
<u>Business Plan Goal</u>	
1. To improve student achievement and personal success.	
<ul style="list-style-type: none"> • Ensure appropriate program planning is in place for every student <ul style="list-style-type: none"> ○ Expand the implementation of the provincial <i>Succeeding in Reading</i> framework to include grade 3. 	<p><i>Succeeding in Reading</i> will be expanding to grade three beginning in March 2014. This will allow time for teachers of this grade to focus on the implementation of the new mathematics curriculum. It will also give Program staff time to identify, purchase and infuse students' print resources to support grade three. Schools are continuing to identify and provide support for grade three students not meeting the Language Arts outcomes through the school planning team process.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Develop and implement an internal review of resource programming. ○ Identify and assist schools whose data indicates they require additional support. ○ Develop a priority list for accessibility upgrades to schools that supports student needs and implement as funding is available. ○ Support schools in the understanding and implementation of the revised provincial gifted and talented guide. 	<p>A committee of elementary principals and program staff met in June to review present models of resource being utilized at their schools. This information will inform next steps within the review process.</p> <p>Additional staffing was given to schools that were identified as inner city, rural and high needs. School administration supervisors, in consultation with Program staff and school principals, provided targeted support where needs were identified.</p> <p>Provincial, board and school data for the 2012-2013 school year is being reviewed to identify schools that require additional support.</p> <p>A needs assessment of accessibility upgrades has been conducted and a priority list of schools requiring accessibility upgrades has been created.</p> <p>Professional learning opportunities were provided for the selected gifted and talented pilot schools in June 2013. These learning opportunities on gifted education and talent development being provided to schools are based on their identified needs. The six schools that were identified to participate in the pilot (Bedford South, Bicentennial, Eric Graves, Gorsebrook, Harry R. Hamilton and William King) began to discuss how evidence will be collected to support students with gifts and talents.</p>
<ul style="list-style-type: none"> • Ensure an ongoing process to support all schools in their focus on school improvement planning ○ Implement appropriate elements of Continuous School Improvement framework for all schools (137 schools over 5 years). 	<p>A meeting with the Superintendent and Principals is being planned for October to introduce the new Provincial Continuous School Improvement framework and expectations for HRSB schools.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Implement the Continuous School Improvement framework for 35 schools developing their improvement plans. ○ Assist schools in the understanding, establishment, and growth of Professional Learning Communities. ○ Support schools in the identification and collection of appropriate classroom data. ○ Develop and implement data coaching sessions for schools. 	<p>An additional thirty five schools began the Continuous School Improvement process again this September. Continuous School Improvement staff as well as math and literacy staff have been assigned to specifically support these schools this year. All schools sent a team consisting of the principal and two teachers to attend a one day professional development session to support their efforts to improve student achievement.</p> <p>Thirty one schools developed new school improvement plans that outlined specific instructional and assessment practices that teachers would learn about and implement in order to bring about improved student achievement in the areas targeted in their plans. All of these plans were approved by HRSB peer review teams. These schools were offered support from program staff on their September Professional Development day to begin the professional development component of their school improvement plans. Year-end reports to show progress with the implementation of their school improvement plan and data to evidence growth were collected from schools in years 2 and 3 of the Continuous School Improvement cycle.</p> <p>The Continuous School Improvement facilitator, consultant and data consultant provided one on one coaching to the principals and in some cases lead teams of teachers in year four in the spring of 2013. The purpose was to support their instructional leadership and data literacy skills so they can use data more effectively to understand their student's needs, change teacher practice, and guide Professional Learning Communities' work.</p> <p>Program staff supports schools in the understanding of balanced assessment practices and the importance of collecting multiple sources of information so that teachers can respond to student needs. This support was provided in pull-out professional development sessions, site visits, and work with school Professional Learning Communities.</p> <p>The Continuous School Improvement team staff supported several principal Collaborative Learning Groups in the area of professional learning community practices to leverage improvement in student achievement. Continuous School Improvement staff as well as other Program staff provided on site, one on one coaching to principals and teachers to help them further develop their Professional Learning Communities' practices.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> • Continue to support existing and to develop new instructional leadership skills for administrators <ul style="list-style-type: none"> ○ Support administrators in the understanding and implementation of curriculum alignment (curriculum, instruction and assessment). ○ Assist administrators in the understanding, establishment, and growth of Professional Learning Communities. ○ School Administration and Program develop a curriculum/program for administrators focussed on instructional leadership. 	<p>Supervisors discuss curriculum alignment with principals as part of the principal appraisal process. Supervisor and principal classroom walk throughs are followed by reflective discussions. They share observations and then collaborate on reflective questions that can be used in a follow up conversation with the teachers (way of modelling formative feedback to staff). This reflection on the connection between actions and behaviors and results leads to deeper understanding of what it means to be an instructional leader and how it impacts on student achievement. It also enables both the principal and supervisor to see where they may need more support, either through increased knowledge, understanding or resources.</p> <p>At the May Admin Unit meeting supervisors worked with principals on how to effectively use Professional Learning Communities' minutes to inform the improvement process. A collated document was developed to help principals understand the ways that minutes could be used as a data source to guide instruction, professional development, and improvement efforts. Principals and program staff contributed to the collation of effective practices in the creation of the document.</p> <p>At the June Family of Schools meeting supervisors discussed the board's expectation that all schools would work towards embedding collaborative (Professional Learning Communities) time within their schedule. Principals were asked to inform their supervisor of their plans to schedule Professional Learning Communities within the day for the 2013-14 school year. Supervisors worked individually with principals to help problem solve around obstacles with scheduling. Supervisors have regular ongoing conversations with principals about how they are implementing effective Professional Learning Communities at their schools as part of the Principal Appraisal process.</p> <p>A committee has been struck between School Administration and Program regarding the development of a professional learning plan (curriculum/program) focusing on instructional leadership. The committee will look at what has been done in the past, what is working well, and how to improve instructional leadership practices by reviewing the educational research.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Continue the Collaborative Learning Groups' model and ensure learning goals are driven by needs of principals. ○ Support new administrators in specific professional development for their roles. 	<p>Feedback was collected from principals on the impact of the work and their own professional growth. Comments such as "It gave me the confidence that I needed and the support from the group whenever I had a question", "I incorporated the ideas discussed to look for quality teaching", "The Collaborative Learning Groups provided direction and a forum for my work with teachers at my school site" and "My staff was glad to see that I was also involved in Collaborative Learning Groups (Professional Learning Communities) at another level beyond school." In addition feedback on the direction of Collaborative Learning Groups for the coming year was used to form new Collaborative Learning Groups based on similar learning needs/ goals.</p> <p>School Administration supervisors facilitated professional learning sessions for new principals. Sessions were held in the spring on Hiring Best Practices, School Configurations/Staffing and Scheduling. Sessions on Finances, Continuous School Improvement, and Professional Learning Communities' expectations were held in September.</p>
<ul style="list-style-type: none"> ● Prepare students for a fulfilling path beyond school <ul style="list-style-type: none"> ○ Expand co-op opportunities for high school students. ○ Expand Options and Opportunities to all high schools. ○ Expand the Advanced Placement program. 	<p>Co-op opportunities exist in all 15 high schools. Development of relationships and expanding on partnerships (that are similar to the Construction Association of Nova Scotia (CANS) summer program) has broadened awareness around these opportunities. During the summer students were exposed to the automotive industry through a pilot called Test Drive. Eight students were successful in earning three co-op credits each. In addition HRSB ran a culinary initiative for four students who each completed two credits. Our summer co-op offerings saw an increase in credits earned with 98.5 earned in 2012 and 142 in the summer of 2013. Outside of the summer program, HRSB continues to develop community partnerships and build relationships with industry to bring more co-op experiences to students. New starting in the fall of 2013: Staples for IT Maintenance and repair/ SimplyCast web management.</p> <p>Options and Opportunities (O2) is now offered in all 15 high schools. The four high schools that introduced O2 this fall were: Halifax West, Cole Harbour, Duncan MacMillan, and Musquodoboit Rural. School staff involved in O2 participated in professional development led by the Department of Education and Early Childhood Development in August.</p> <p>The Advanced Placement program was expanded to now include Dartmouth High beginning September 2013.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Review credit recovery models to formalize delivery. ○ Involve staff in update of Department of Education and Early Childhood Development grade 9 curricula. 	<p>Program staff has collected tracking forms from each high school that outlines their implementation of Credit Recovery. HRSB has identified four main approaches that schools have been using. Board guidelines are being reviewed. Schools presently use these guidelines to create their individual Credit Recovery models with the goal of creating more standardization in the development and implementation of these models. It has been noted that there must be some flexibility in the delivery of Credit Recovery to address the individual context of each high school community.</p> <p>HRSB has representation on the provincial Grade 9 Curriculum Review Committee which has written a vision document that captures their work to date. This document was the culmination of a year's meetings as well as a two-day session in the spring of 2013. The committee has compiled significant data from current research and is focused on pursuing a model based on inquiry-based learning, principles of 21st century learning, the nature of student engagement, and the integration of current technologies in the learning environment. The next phase involves the writing of an interdisciplinary project and a writer has been contracted by the Department of Education and Early Childhood Development to work with the committee on this aspect of the project.</p>
<p><u>Business Plan Goal</u></p> <p>2. To maximize exemplary teaching practices to support high quality instruction.</p>	
<ul style="list-style-type: none"> ● Create a common understanding of exemplary and innovative teaching practices through professional development grounded in research <ul style="list-style-type: none"> ○ Support teachers in the understanding and implementation of curriculum alignment (curriculum, instruction and assessment). ○ Implement math curriculum in grades P-3 and grade 10. 	<p>Curriculum alignment professional learning has been embedded in all mathematics, literacy and assessment professional development to support a deeper understanding of this process.</p> <p>To support the implementation of the P-3 and grade 10 mathematics curriculum, teachers have been provided with professional development. This professional development examined mathematical content, effective pedagogy, effective assessment practices, and instructional response, as well as the effective use of curriculum documents and resources: April – All P-3 Principals received one day of professional development</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Support secondary teachers to expand pedagogical strategies to explore outcomes with wireless network. 	<p>May – All P-3 resource teachers received one day of professional development May – All grade 10 mathematics teachers and department heads received one day of professional development May / June – All P-3 classroom teachers received one day of professional development September – All teachers new to the grade P-3 levels received one day of professional development September – All grade 10 mathematics teachers and department heads received one day of professional development September – All grade 3 classroom teachers received one day of professional development</p> <p>The new math curriculum in grades P-3 and grade 10 has been implemented effective September 2013.</p> <p>Planning is underway for a junior high conference with a focus on innovation in teaching and learning.</p> <p>We continue to support high schools in the use of technology to improve student engagement and learning. A total of 240 Moodle courses have been set up for high school teachers to use in the delivery of curriculum. Also a total of 58 students are enrolled in online courses through the Nova Scotia Virtual School (NSVS). We currently have one HRSB teacher who offers French Immersion online courses as part of the Nova Scotia Virtual School offerings.</p>
<ul style="list-style-type: none"> ● Increase the cultural proficiency of teachers and administrators <ul style="list-style-type: none"> ○ Develop and administer a needs assessment for teachers and administrators on cultural proficiency. ○ Analyze data collected on needs assessment. 	<p>All teachers who participated in the New Teacher cohort received a professional development session on the topic of culturally responsive teaching and its relationship to the RCH in Learning and Racial Equity policies.</p> <p>A team has been struck consisting of members from Board Services, Program, and School Administration. The team will develop a needs assessment from which data can be collected.</p> <p>The data will be analyzed once it has been collected.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> • Emphasize exemplary teaching in the teacher appraisal process <ul style="list-style-type: none"> ○ Assist principals to connect evaluation to high quality teaching. 	<p>A meeting with principals, facilitated by Human Resources, will reinforce the connection between consistent, effective evaluation and effective teaching. The meeting will lay the groundwork for updating the Supervision and Appraisal for School-based Teaching Staff Policy in 2014-15. The meeting will be held in early Spring, 2014.</p>
<ul style="list-style-type: none"> • Encourage teachers to continuously assess the effectiveness of their instructional strategies in meeting the diverse needs of each student <ul style="list-style-type: none"> ○ Support schools to create effective Professional Learning Communities focussed on developing exemplary teaching practices in support of student learning. 	<p>Data was collected to ensure that all schools had scheduled time in place for Professional Learning Communities. The data from all principals included the scheduling and grouping of collaborative teams (Professional Learning Communities) for September 2013. Professional Learning Communities' practices regarding scheduling were shared at family of schools meetings. Professional development was provided to principals to effectively use Professional Learning Communities' minutes to improve student achievement.</p>
<p><u>Business Plan Goal</u></p> <p>3. To achieve equitable learning opportunities for all students.</p>	
<ul style="list-style-type: none"> • Develop a common understanding of the breadth and depth of diversity within our school system and address any policy implications <ul style="list-style-type: none"> ○ Develop a diversity services plan. ○ Review and update initiatives of the Diversity Management Committee related to the Employment Systems Review 	<p>Consultation was hosted with senior staff and coordinators to provide input into the plan. A draft plan has been developed which will be reviewed during future consultations with senior staff.</p> <p>The 2009-2013 Diversity Management Plan has been reviewed. Outstanding items will be addressed by the HR Coordinator and Diversity Management Coordinator. The team will be re-established to look at future employment system reviews.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Review policy recommendations of the Diversity Management Committee and implement recommendations as policies are updated. 	<p>Recent policies brought before the Governing Board were reviewed against the Diversity Management policy recommendations.</p>
<ul style="list-style-type: none"> ● Establish systems and processes to analyze and report student achievement data for identified groups <ul style="list-style-type: none"> ○ Continue to promote student self-identification. ○ Merge self-identification data with the student achievement data and complete analysis and interpretation. ○ Develop communication plan to report findings. ○ Create a common understanding of supporting students to complete high school within an established timeline. Identify data sources to track data. 	<p>In Family of Schools and Unit Meetings in April, May and June 2013, self-identification continued as an item on each agenda. Principals were given the opportunity to view their current school data in relation to other schools as well as an opportunity to share strategies for encouraging self-identification. Collectively, principals were invited to maximize upcoming opportunities to increase self-identification, including Primary Orientation, Late Registration and Student Verification Forms (at the beginning of the school year). In September, School Administration Supervisors began to have discussions with individual principals regarding their success to date and strategies for the fall.</p> <p>As Department of Education and Early Childhood Development and HRSB data become available, staff will merge these data files with our self-identification data. Reports will be generated so that analysis and interpretation of the data can be completed. Once these initial files are created, identified groups can be tracked as they participate in subsequent assessments throughout their school careers.</p> <p>A communication plan will then be developed to report out the findings to various audiences.</p> <p>Three copies of the <i>High School Intervention Framework</i> were distributed to all high schools at the start of the school year and simultaneously posted to Document Depot. The Framework provides schools with guidance/ suggestions in helping school staff program for students who struggle to be successful in school. At the September high school principals meeting administrators were reminded that the <i>Framework</i> is available to help school teams plan interventions to support students who struggle in a consistent manner across the school board while at the same time providing an opportunity to develop supports that best address the individual needs of students. Data sources have been identified including self-identification information merged with drop outs and credits obtained in high school.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> • Continue to recruit and retain staff to reflect the diversity of the student population <ul style="list-style-type: none"> ○ Facilitate and support a Provincial Task Force regarding the hiring of Aboriginal and African-Nova Scotian teachers. ○ Promote the use of all equity hiring tools in the four collective agreements. ○ Promote the self-identification of employees. ○ Identify strategies that will support the retention of diverse staff. 	<p>After consultation with the Department of Education and Early Childhood Education, HRSB sent invitations for this first meeting of the Task Force to Department representatives: Aboriginal and African Nova Scotia organizations, all Nova Scotia school boards, and all education degree-granting universities of Nova Scotia. This was further to an HRSB Board motion during its June 2012 meeting. The first meeting is scheduled for November 7, 2013. The invitation noted that there would be a series of four meetings throughout the year.</p> <p>Pursuant to the Board motion of June 2012, 13 term teachers have self-identified as African Nova Scotian or Aboriginal. A meeting of HR staff has been scheduled for October 30 to document and discuss the utilization of the employment equity articles in all collective agreements.</p> <p>The Diversity Management Coordinator and Director of Human Resource Services will be meeting in October to determine the best way to collect and store self-identification data. Once a plan is in place, there will be surveying of employees and promotion of self-identification will be considered.</p> <p>The October 30 meeting will also include a discussion around retention strategies. Employees in designated groups and other HRSB departments will be consulted prior to generating a strategy document.</p>
<ul style="list-style-type: none"> • Improve technology and transportation infrastructure to support broader access to programming <ul style="list-style-type: none"> ○ Review student transportation contract and current practices to seek opportunities for alternative delivery of service. (e.g., rural schools). 	<p>Staff is investigating alternative student transportation service delivery models including private service to determine operational and legal parameters and limitations.</p> <p>Expanded use of Metro Transit is also being investigated to accommodate or augment out of area, special needs or regular service requests.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Audit transportation routing. ○ Support the expansion of wireless networks in junior high and senior high schools. ○ Continue to implement technology upgrades for increased wireless access. 	<p>Stock Transportation has investigated and proposed alternative service delivery opportunities for remote schools. These have not been implemented but continue to be assessed for cost/service benefit.</p> <p>Stock has reviewed school start times throughout the system and proposed revisions to improve transportation schedule efficiencies. Several recommendations for revised school start and end times were implemented in September 2013 that resulted in offsetting increased costs for bus additions to service other areas of the Board.</p> <p>HRSB staff is working with Stock to review routing and to seek opportunities for further efficiencies. Access to routing software and associated training for the HRSB Transportation Administrator is in progress.</p> <p>Funding has been allocated to provide wireless infrastructure in all Junior High Schools. During the summer equipment was installed at 25 of the 39 Junior High schools and the remaining schools are scheduled to be completed by March 31, 2014. All high schools have wireless infrastructure in place.</p> <p>Under the Information Economy Initiative Extension project the strategy is to have a ceiling mounted LCD projector in all Junior High classrooms. Thirty-five schools have been completed to date and we are on target for completion as planned by March 31, 2014.</p> <p>HRSB installed the technology for the new CP Allen High School including wireless.</p> <p>The Department of Education and Early Childhood Development is implementing a pilot project through the Khan Academy at Oxford School called Mathematics Engagement Pilot Project (MEPP) that provides a one to one tablet to all grade seven students. HRSB IT staff is providing tech support for implementation and throughout the duration of the pilot.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> • Support and enhance every school's ability to ensure that all students experience a learning environment that meets their needs for physical, social and emotional safety. <ul style="list-style-type: none"> ○ Develop an implementation plan for recommendations in the <i>Nova Scotia Anti-bullying Action Plan</i>. ○ Develop reports in PowerSchool to support monitoring learning environments and to support strategies for improvement. ○ Support and expand the number of schools implementing Restorative Approaches. 	<p>The Safe Schools Committee is aligning their long range plan for professional development and supports to schools with the recommendations from the Nova Scotia Anti-bullying Action Plan. Professional Development in May of last year focused on follow-up school-based reflection at the Junior and Senior High level connected to a conference presented by Ron Morrish, author of <i>All Due Respect</i>. This work addresses practical classroom based strategies in support of pro-social adolescent behaviours. Professional Development was also provided to all principals via School Administration Supervisors reviewing PowerSchool Incident Reporting Data and promoted the proactive use of incident data to effectively respond to, and support, students' behavioural needs at both the school-wide and individual levels. Planning is currently underway and sessions are being developed in order to provide staff members from all Junior and Senior High Schools with a full day conference on November 12 with topics closely aligned to the recommendations.</p> <p>Board staff was represented on the Provincial Committee creating Incident Tracking Reports to analyze office referrals and incident consequences via PowerSchool. School Admin Supervisors demonstrated these reports during a principal meeting (Admin Unit) and facilitated dialogue around strategies to effectively use this data to reflect on proactive behavioural supports and strategic design of the learning environment.</p> <p>Support was provided to three schools previously using a restorative approach including refresher sessions for St. Joseph's A. MacKay, Sycamore Lane, and John Martin Junior High. Student restorative approach sessions were held at John Martin Junior High and the development of a restorative approach student led conference pilot. The trained student facilitators will be called on to lead a restorative conference among students when 'low level' conflict occurs. The process is in the beginning stages and will progress throughout the year.</p> <p>Since the spring of 2013 there have been two Restorative Approach information sessions for principals who are interested in learning about a restorative approach. In addition thirty staff attended a restorative approach foundational principles workshop to learn more about a restorative approach. Thirty-five schools have indicated an interest in adopting a restorative approach, this school year. On September 30th there was a restorative approach PD session for the eleven schools in the JL Ilsley Family of Schools.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Develop and implement a social media protocol. Review and revise Acceptable Use Policy (add social media). ○ Develop a policy management plan for the review of all HRSB policies. 	<p>The Department of Education and Early Childhood Development has struck a committee to review the provincial <i>Acceptable Use Policy</i>. The Coordinator of Information Technology is a member of the committee. The committee plans to incorporate the use of social media in the revised policy. The HRSB policy will be revised once the provincial policy has been finalized.</p> <p>The Communications Officer attended a conference in July. One of the sessions attended was “Social Media for Schools: Diving Beyond ‘Should We?’ Discussions.”</p> <p>The Policy Update Plan has been developed and was reviewed by the Governing Board on September 18, 2013.</p>
<ul style="list-style-type: none"> ● Nurture strong relationships with the Department of Education and Early Childhood Development, HRM and other community partners ○ Governing Board fosters relationships with Department of Education and Early Childhood Development, HRM and community partners based on open, honest and respectful communication. ○ Governing Board seeks opportunities to promote the HRSB with Department of Education and Early Childhood Development, HRM, and community partners. 	<p>The Governing Board fosters relationships with the Department of Education and Early Childhood Development, HRM and community partners on a regular basis through meetings, luncheons, special events, and through involvement with the Nova Scotia School Board Association.</p> <p>The Governing Board has representatives on the Nova Scotia School Board Association and works to promote the HRSB through its initiatives and discussions. Also, the HRSB has partnered with the Department of Education and Early Childhood Development on a regular basis to host announcements in HRSB schools. Governing Board members are also involved individually in events and meetings within their districts which promote the good work being done in the HRSB.</p>
<ul style="list-style-type: none"> ● Achieve greater efficiency in the management of our facilities ○ Implement the approved energy management savings proposal (Phase 1). 	<p>The energy performance contract has been awarded to MCW Custom Energy Solutions and projects have been initiated at twenty schools for completion in 2013-14 with a value of \$8.5 M.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> ○ Identify opportunities outside of the energy project for additional savings. ○ Review and revise Facility Plan for approval by Board. ○ Implement SAP Plant Maintenance preventative maintenance processes. 	<p>The Energy Manager has been working with Efficiency NS and has initiated lighting upgrade projects at five schools that do not fall within the energy performance contract. The project costs are recovered within two years through utility savings at each site.</p> <p>The Energy Manager reviews utility billing to identify trends and anomalies that may provide opportunities for savings. Anomalies identified have included vendor billing errors and consumption spikes due to system breakdowns.</p> <p>The Controls Technician position has been filled and this employee is undergoing training, orientation and is working with the Energy Manager to identify opportunities for operational efficiencies within our building HVAC automation and control systems.</p> <p>Staff has started initial review of 2011 Facility Master Plan to highlight key indicators for consideration within each Family of Schools and to identify aspects of the 2011 Facility Master Plan that have been implemented. Preliminary discussion with the Governing Board is planned for the fall of 2013.</p> <p>HRSB staff has been working within the SAP test client to prepare preventative maintenance process work orders for implementation.</p> <p>Processes have been developed for work order generation to support mandatory building inspections by school administration and annual maintenance of boiler/burner systems.</p> <p>Further development continues to implement SAP generated orders for services currently performed such as regulatory test and inspections to life safety systems, Heating Ventilation Air Conditioning (HVAC) maintenance, caretaker tasks (e.g. filter replacements), etc.</p>

2. **FINANCIAL REPORT**

The following report outlines the General Fund and Supplementary Fund results for the three month period ending September 30, 2013, as well as year to-date results and projections for the remainder of the fiscal year.

The statements report a projected net deficit of \$663,100, but also include a planned use of accumulated surplus in the amount of \$600,900. 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 deficit of \$62,200. It is difficult to accurately project results for the remaining half of the fiscal year at this point. Staffing adjustments are still occurring and substitute teacher costs, utilities, and snow removal costs for the last six months of the fiscal year are difficult to predict at this time. Based on results to date, and barring any unusual circumstances, it is anticipated that budget targets can be met. 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 Halifax Regional Municipality. The final revenue allocation to HRSB is \$48,600 lower than budgeted. Despite this variance, results to date indicate that the Supplementary Fund is projected to meet budget targets by year-end with no significant issues.

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
REVENUE									
Province of Nova Scotia									
Formula Funding	63,011,632	134,151,613	268,752,100	49.9%	268,734,100	100.0%	18,000	133,900,272	R1
Provincial Initiatives	1,177,674	2,084,180	4,689,800	44.4%	4,689,900	100.0%	-100	2,384,924	R2
Other Provincial Initiatives and Grants	2,730,577	7,728,027	8,257,800	93.6%	8,987,200	108.8%	-729,400	5,040,582	R3
<i>Subtotal</i>	66,919,883	143,963,820	281,699,700	51.1%	282,411,200	100.3%	-711,500	141,325,778	
Halifax Regional Municipality									
Mandatory Contribution	30,373,600	56,937,600	113,875,200	50.0%	113,875,200	100.0%	0	53,128,000	R4
<i>Subtotal</i>	30,373,600	56,937,600	113,875,200	50.0%	113,875,200	100.0%	0	53,128,000	
Government of Canada									
Adult EAL	-1,401	292,114	2,105,600	13.9%	2,105,600	100.0%	0	737,992	R5
French Special Projects	98,408	98,408	231,500	42.5%	233,500	100.9%	-2,000	68,850	R6
Minority Official Language	237,176	237,176	208,500	113.8%	237,200	113.8%	-28,700	139,834	R7
Other Projects	194	58,936	0	n/a	75,500	n/a	-75,500	47,849	R8
<i>Subtotal</i>	334,377	686,634	2,545,600	27.0%	2,651,800	104.2%	-106,200	994,524	
Board Generated Revenue									
FLEC's Program	147,045	304,108	420,600	72.3%	426,900	101.5%	-6,300	220,150	R9
Investment Income	94,335	193,582	380,000	50.9%	317,600	83.6%	62,400	186,850	R10
Summer School Fees	15,200	22,425	24,100	93.0%	22,400	92.9%	1,700	24,050	R11
Facilities Rental	203,840	229,345	703,000	32.6%	771,700	109.8%	-68,700	136,356	R12
EXCEL - Before and After School Program	1,725,601	4,111,454	7,740,900	53.1%	8,151,500	105.3%	-410,600	3,908,702	R13
International Services	329,150	1,255,040	2,824,900	44.4%	3,036,400	107.5%	-211,500	1,140,357	R14
Miscellaneous	243,266	371,187	3,300	11248.1%	291,300	8827.3%	-288,000	201,344	R15
<i>Subtotal</i>	2,758,437	6,487,141	12,096,800	53.6%	13,017,800	107.6%	-921,000	5,817,809	
TOTAL REVENUE	<u>100,386,298</u>	<u>208,075,195</u>	<u>410,217,300</u>	<u>50.7%</u>	<u>411,956,000</u>	<u>100.4%</u>	<u>-1,738,700</u>	<u>201,266,110</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
<u>EXPENDITURES</u>									
<u>SCHOOL ADMINISTRATION</u>									
Salaries - Teachers									
Classroom	39,132,331	83,214,007	164,593,800	50.6%	166,581,400	101.2%	-1,987,600	81,385,310	S1
Special Education	5,360,564	11,305,835	23,600,400	47.9%	23,368,300	99.0%	232,100	10,725,538	S2
Student Support	1,888,390	4,127,280	8,488,600	48.6%	8,455,100	99.6%	33,500	3,450,606	S3
Library and Guidance	1,274,508	2,745,794	5,482,900	50.1%	5,518,100	100.6%	-35,200	2,706,518	S4
Teacher Administrators	5,529,139	11,875,721	24,218,800	49.0%	24,098,600	99.5%	120,200	11,490,323	S5
Board Administration	342,036	758,556	1,611,100	47.1%	1,587,700	98.5%	23,400	744,427	S6
Substitutes	705,698	4,377,063	12,751,500	34.3%	12,814,900	100.5%	-63,400	4,378,444	S7
<i>Subtotal</i>	54,232,665	118,404,256	240,747,100	49.2%	242,424,100	100.7%	-1,677,000	114,881,167	
Salaries - Non-Teachers									
Educational Program Assistants	4,394,807	9,253,145	20,344,200	45.5%	20,280,500	99.7%	63,700	8,620,417	S8
Library Support Specialists	90,723	186,631	407,000	45.9%	394,000	96.8%	13,000	249,471	S9
School Secretaries	434,727	2,149,653	5,742,400	37.4%	5,759,200	100.3%	-16,800	2,120,984	S10
Board Administration	33,125	84,128	192,300	43.7%	189,400	98.5%	2,900	70,106	S11
Student Support	136,279	294,347	701,100	42.0%	679,400	96.9%	21,700	329,658	S12
Security	22,814	53,824	119,200	45.2%	119,200	100.0%	0	62,443	S13
Lunch Supervision	511,179	830,363	2,364,000	35.1%	2,364,000	100.0%	0	826,293	S14
<i>Subtotal</i>	5,623,655	12,852,090	29,870,200	43.0%	29,785,700	99.7%	84,500	12,279,371	
Benefits									
Statutory	3,158,877	8,666,601	15,410,300	56.2%	15,509,600	100.6%	-99,300	8,175,338	S15
Medical/Dental/Salary Continuation	712,890	1,556,817	3,152,400	49.4%	3,162,800	100.3%	-10,400	1,452,595	S16
Service Awards	523,219	1,044,270	2,084,200	50.1%	2,086,400	100.1%	-2,200	1,037,100	S17
Pension	566,722	1,266,908	2,889,200	43.8%	2,864,600	99.1%	24,600	1,213,525	S18
<i>Subtotal</i>	4,961,709	12,534,596	23,536,100	53.3%	23,623,400	100.4%	-87,300	11,878,558	
Student Services									
Travel - Student Services	6,990	16,749	89,500	18.7%	50,700	56.6%	38,800	30,107	S19
Other Non Salary Expenditures	2,813	3,244	15,000	21.6%	15,000	100.0%	0	1,203	S20
<i>Subtotal</i>	9,804	19,993	104,500	19.1%	65,700	62.9%	38,800	31,310	

GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
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	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
Program Support Resources									
Classroom Supplies and Equipment	243,231	782,255	3,526,800	22.2%	3,524,000	99.9%	2,800	1,160,015	S21
School Technology	174,860	226,319	756,000	29.9%	756,000	100.0%	0	99,495	S22
Data Lines	211,062	215,768	608,600	35.5%	578,600	95.1%	30,000	222,734	S23
Circuit/Resource Travel	27,552	69,042	187,100	36.9%	187,100	100.0%	0	64,818	S24
Textbook Credit Allocation	257,208	1,020,290	2,544,500	40.1%	2,544,500	100.0%	0	1,015,558	S25
Other Non Salary Expenditures	73,358	99,823	190,000	52.5%	191,400	100.7%	-1,400	102,324	S26
Other Projects	29,848	66,939	135,500	49.4%	140,600	103.8%	-5,100	92,346	S27
<i>Subtotal</i>	1,017,119	2,480,436	7,948,500	31.2%	7,922,200	99.7%	26,300	2,757,290	
Administration									
Supplies and Materials	2,728	2,987	20,000	14.9%	20,000	100.0%	0	3,386	S28
Other Non Salary Expenditures	7,446	10,188	37,400	27.2%	34,900	93.3%	2,500	12,328	S29
<i>Subtotal</i>	10,174	13,175	57,400	23.0%	54,900	95.6%	2,500	15,714	
Professional Development									
System Leadership	21,520	59,865	175,000	34.2%	175,000	100.0%	0	194,103	S30
International Services									
Revenue	329,150	1,255,040	2,824,900	44.4%	3,036,400	107.5%	-211,500	1,140,357	S31
Expenditure	291,331	981,457	2,129,500	46.1%	2,255,200	105.9%	-125,700	927,602	S32
<i>Net Revenue</i>	37,819	273,583	695,400	39.3%	781,200	112.3%	-85,800	212,755	
Summer School									
Revenue	15,200	22,425	24,100	93.0%	22,400	92.9%	1,700	24,050	S33
Expenditure	27,531	27,888	24,100	115.7%	28,400	117.8%	-4,300	25,763	S34
<i>Net Revenue</i>	-12,331	-5,463	0		-6,000		6,000	-1,713	
Adult and Community Education									
FLEC's - Night School	248	4,254	20,000	21.3%	20,000	100.0%	0	4,598	S35
Nova Scotia Student Adult Literacy	52,297	104,990	400,600	26.2%	400,600	100.0%	0	178,559	S36
<i>Subtotal</i>	52,545	109,244	420,600	26.0%	420,600	100.0%	0	183,156	
Total School Administration	<u>66,248,052</u>	<u>147,482,999</u>	<u>305,013,000</u>	<u>48.4%</u>	<u>306,755,200</u>	<u>100.6%</u>	<u>-1,742,200</u>	<u>143,174,035</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
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PROGRAM	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
Salaries - Teachers									
Special Education	1,362,635	2,872,661	6,029,700	47.6%	5,971,700	99.0%	58,000	2,762,684	P1
Student Support	67,153	164,466	301,300	54.6%	300,800	99.8%	500	131,904	P2
Board Administration	576,728	1,348,168	2,617,600	51.5%	2,535,300	96.9%	82,300	1,395,824	P3
<i>Subtotal</i>	2,006,516	4,385,295	8,948,600	49.0%	8,807,800	98.4%	140,800	4,290,412	
Salaries - Non-Teachers									
Board Administration	51,110	114,310	307,800	37.1%	275,500	89.5%	32,300	142,709	P4
Student Services Secretaries	14,078	76,498	214,400	35.7%	211,200	98.5%	3,200	58,436	P5
<i>Subtotal</i>	65,187	190,808	522,200	36.5%	486,700	93.2%	35,500	201,145	
Benefits									
Statutory	79,439	270,473	466,000	58.0%	470,300	100.9%	-4,300	251,995	P6
Medical/Dental/Salary Continuation	12,757	28,450	60,000	47.4%	60,000	100.0%	0	26,173	P7
Service Awards	22,900	45,800	91,600	50.0%	91,600	100.0%	0	43,750	P8
Pension	7,643	20,471	53,900	38.0%	52,300	97.0%	1,600	21,423	P9
<i>Subtotal</i>	122,739	365,193	671,500	54.4%	674,200	100.4%	-2,700	343,341	
Special Education and Student Support									
Tutors/Support for Alternative Arrangements	6,706	59,780	90,000	66.4%	106,400	118.2%	-16,400	58,191	P10
Supplies and Materials	17,590	27,394	168,000	16.3%	168,000	100.0%	0	61,480	P11
Assistive Technology Equipment	11,269	102,168	296,500	34.5%	296,500	100.0%	0	123,518	P12
Innovation Challenge/Spec Ed Pilot Projects	81,833	178,225	412,000	43.3%	412,000	100.0%	0	172,224	P13
SEIRC	6,001	24,887	106,400	23.4%	106,400	100.0%	0	29,476	P14
Travel - Student Services	9,693	24,541	103,100	23.8%	103,100	100.0%	0	36,623	P15
Contracted Services	0	306,162	1,015,400	30.2%	1,015,400	100.0%	0	271,540	P16
<i>Subtotal</i>	133,092	723,156	2,191,400	33.0%	2,207,800	100.7%	-16,400	753,052	
Program Support Resources									
Supplies and Materials	121,806	152,457	233,500	65.3%	262,200	112.3%	-28,700	169,636	P17
Provincial Program Initiatives and Projects	445,514	1,197,252	4,603,300	26.0%	5,045,400	109.6%	-442,100	1,198,803	P18
<i>Subtotal</i>	567,320	1,349,709	4,836,800	27.9%	5,307,600	109.7%	-470,800	1,368,439	
Administration									
Supplies and Materials	6,798	14,969	41,000	36.5%	41,000	100.0%	0	19,422	P19
Other Non Salary Expenditures	8,047	12,970	49,500	26.2%	49,500	100.0%	0	18,341	P20
<i>Subtotal</i>	14,845	27,939	90,500	30.9%	90,500	100.0%	0	37,762	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
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	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
Professional Development									
Curriculum Implementation	14,316	42,787	382,500	11.2%	412,500	107.8%	-30,000	65,947	P21
Literacy Implementation	72,030	126,722	201,900	62.8%	231,900	114.9%	-30,000	94,742	P22
Mathematics Implementation	7,861	129,815	273,700	47.4%	273,700	100.0%	0	2,680	P23
Assessment and Evaluation	-126	3,782	78,800	4.8%	78,800	100.0%	0	5,681	P24
Continuous School Improvement	3,006	21,421	75,000	28.6%	75,000	100.0%	0	10,931	P25
Student Services	181	8,586	190,000	4.5%	190,000	100.0%	0	38,524	P26
RCH	5,255	41,255	210,700	19.6%	284,500	135.0%	-73,800	19,894	P27
<i>Subtotal</i>	102,522	374,369	1,412,600	26.5%	1,546,400	109.5%	-133,800	238,399	
Total Program	<u>3,012,222</u>	<u>7,416,468</u>	<u>18,673,600</u>	<u>39.7%</u>	<u>19,121,000</u>	<u>102.4%</u>	<u>-447,400</u>	<u>7,232,550</u>	
<u>BOARD SERVICES</u>									
Board Governance									
Honoraria and Benefits	25,664	51,358	102,600	50.1%	102,600	100.0%	0	51,233	B1
Supplies and Materials	236	564	5,000	11.3%	5,000	100.0%	0	3,799	B2
NSSBA Dues	0	85,000	85,000	100.0%	85,000	100.0%	0	85,000	B3
Other Non Salary Expenditures	19,176	44,160	82,900	53.3%	82,900	100.0%	0	34,617	B4
<i>Subtotal</i>	45,077	181,082	275,500	65.7%	275,500	100.0%	0	174,649	
Board Services									
Salaries	204,986	382,831	809,200	47.3%	803,700	99.3%	5,500	373,058	B5
Benefits	26,296	61,748	125,600	49.2%	124,500	99.1%	1,100	58,187	B6
Supplies and Materials	9,119	28,393	70,000	40.6%	70,000	100.0%	0	28,572	B7
Professional Services	8,617	41,679	270,000	15.4%	270,000	100.0%	0	70,144	B8
Other Non Salary Expenditures	1,147	9,876	82,400	12.0%	82,400	100.0%	0	18,180	B9
<i>Subtotal</i>	250,165	524,527	1,357,200	38.6%	1,350,600	99.5%	6,600	548,141	
Total Board Services	<u>295,242</u>	<u>705,609</u>	<u>1,632,700</u>	<u>43.2%</u>	<u>1,626,100</u>	<u>99.6%</u>	<u>6,600</u>	<u>722,790</u>	

GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
<u>OPERATIONS SERVICES</u>									
Administration									
Salaries	404,710	830,210	1,758,700	47.2%	1,733,700	98.6%	25,000	805,657	O1
Benefits	87,858	195,634	396,300	49.4%	389,300	98.2%	7,000	186,439	O2
Travel	5,043	8,157	53,000	15.4%	30,000	56.6%	23,000	10,574	O3
Other Non Salary Expenditures	11,932	36,566	54,500	67.1%	78,600	144.2%	-24,100	32,993	O4
<i>Subtotal</i>	509,543	1,070,566	2,262,500	47.3%	2,231,600	98.6%	30,900	1,035,663	
Custodial Services									
Salaries	2,807,100	5,841,165	12,750,500	45.8%	12,807,300	100.4%	-56,800	5,949,134	O5
Benefits	903,753	1,885,418	4,068,500	46.3%	4,039,000	99.3%	29,500	1,894,854	O6
Supplies and Equipment	134,400	355,274	788,400	45.1%	788,400	100.0%	0	401,532	O7
Building Rental Expense	436,497	876,146	1,756,400	49.9%	1,756,400	100.0%	0	850,696	O8
Contracted Services	204,691	346,743	2,013,200	17.2%	1,992,900	99.0%	20,300	320,224	O9
<i>Subtotal</i>	4,486,441	9,304,747	21,377,000	43.5%	21,384,000	100.0%	-7,000	9,416,440	
Maintenance Services									
Salaries	363,983	755,448	1,897,700	39.8%	1,742,800	91.8%	154,900	836,197	O10
Benefits	120,064	251,173	580,700	43.3%	542,000	93.3%	38,700	264,997	O11
Supplies and Equipment	937,326	1,305,465	4,104,600	31.8%	4,104,600	100.0%	0	1,538,503	O12
Vehicle Operating Expense	47,354	100,529	200,000	50.3%	200,000	100.0%	0	75,544	O13
Contracted Services - Maintenance	137,797	413,498	800,000	51.7%	800,000	100.0%	0	344,281	O14
Relocation Expenses	16,942	20,481	50,000	41.0%	50,000	100.0%	0	13,303	O15
<i>Subtotal</i>	1,623,466	2,846,595	7,633,000	37.3%	7,439,400	97.5%	193,600	3,072,825	
Plant Operations									
Insurance	157,447	343,874	635,800	54.1%	662,500	104.2%	-26,700	358,404	O16
Utilities - Electricity	1,038,063	2,233,769	5,871,100	38.0%	5,707,500	97.2%	163,600	2,025,068	O17
Utilities - Heating Fuel	183,991	1,528,651	7,661,100	20.0%	7,661,100	100.0%	0	1,298,834	O18
Utilities - Water / Sewer	266,684	386,961	989,000	39.1%	989,000	100.0%	0	370,901	O19
Utilities - Telephone	23,974	35,278	67,000	52.7%	67,000	100.0%	0	28,184	O20
<i>Subtotal</i>	1,670,159	4,528,533	15,224,000	29.7%	15,087,100	99.1%	136,900	4,081,392	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
Capital Projects	1,126,080	2,016,285	1,091,900	184.7%	1,692,800	155.0%	-600,900	3,039,098	O21
Student Transportation	14,268	4,824,022	17,992,500	26.8%	17,992,500	100.0%	0	4,850,459	O22
Technology Services									
Salaries	514,611	1,040,991	2,179,800	47.8%	2,154,600	98.8%	25,200	970,106	O23
Benefits	127,161	260,319	542,400	48.0%	533,200	98.3%	9,200	238,391	O24
Computer Services - Schools	21,124	144,678	110,000	131.5%	286,200	260.2%	-176,200	71,952	O25
Computer Supplies - Administration	32,001	32,063	107,100	29.9%	107,100	100.0%	0	20,454	O26
O'Connell Drive Refresh	2,725	3,075	121,600	2.5%	121,600	100.0%	0	1,023	O27
P3 Information Technology Sinking Fund	4,901	5,996	907,400	0.7%	907,400	100.0%	0	953	O28
IEI Non Salary Expenses	37,060	70,063	122,900	57.0%	122,900	100.0%	0	62,564	O29
Travel	11,579	32,843	76,700	42.8%	76,700	100.0%	0	25,425	O30
Professional Services	0	26,734	381,000	7.0%	381,000	100.0%	0	40,829	O31
Telephone/Fax/Data	26,043	50,621	132,000	38.3%	132,000	100.0%	0	58,808	O32
<i>Subtotal</i>	777,205	1,667,384	4,680,900	35.6%	4,822,700	103.0%	-141,800	1,490,507	
Facilities Rentals									
Revenue	203,840	229,345	703,000	32.6%	771,700	109.8%	-68,700	136,356	O33
Salaries	30,773	111,947	396,400	28.2%	340,800	86.0%	55,600	100,746	O34
Benefits	6,097	24,451	81,700	29.9%	68,200	83.5%	13,500	18,825	O35
Service Contract	0	0	52,400	0.0%	52,400	100.0%	0	0	O36
Other Non Salary Expenditures	916	924	5,000	18.5%	5,000	100.0%	0	1,175	O37
<i>Subtotal</i>	37,786	137,322	535,500	25.6%	466,400	87.1%	69,100	120,746	
<i>Net Revenue</i>	166,054	92,023	167,500	54.9%	305,300	182.3%	-137,800	15,610	
Total Operations Services	<u>10,244,948</u>	<u>26,395,454</u>	<u>70,797,300</u>	<u>37.3%</u>	<u>71,116,500</u>	<u>100.5%</u>	<u>-319,200</u>	<u>27,107,128</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
<u>FINANCIAL SERVICES</u>									
Administration									
Salaries	342,749	702,557	1,562,300	45.0%	1,515,800	97.0%	46,500	688,534	F1
Benefits	85,186	176,796	369,000	47.9%	363,300	98.5%	5,700	165,436	F2
Supplies and Materials	31,248	66,909	210,000	31.9%	210,000	100.0%	0	75,916	F3
Travel	381	883	5,000	17.7%	5,000	100.0%	0	655	F4
Liability Insurance	56,969	113,939	257,200	44.3%	227,900	88.6%	29,300	128,579	F5
Professional Services	-7,860	0	45,000	0.0%	45,000	100.0%	0	0	F6
Service Fees	9,143	10,394	30,000	34.6%	30,000	100.0%	0	36,240	F7
<i>Subtotal</i>	517,816	1,071,477	2,478,500	43.2%	2,397,000	96.7%	81,500	1,095,359	
Excel - Before and After School Program									
Revenue	1,725,601	4,111,454	7,740,900	53.1%	8,151,500	105.3%	-410,600	3,908,702	F8
Salaries	352,142	1,363,025	4,105,600	33.2%	4,106,600	100.0%	-1,000	1,240,965	F9
Benefits	45,392	161,699	483,800	33.4%	490,600	101.4%	-6,800	140,006	F10
Other	83,748	185,610	600,300	30.9%	611,400	101.8%	-11,100	198,346	F11
<i>Subtotal</i>	481,283	1,710,334	5,189,700	33.0%	5,208,600	100.4%	-18,900	1,579,317	
<i>Net Revenue</i>	1,244,318	2,401,120	2,551,200	94.1%	2,942,900	115.4%	-391,700	2,329,385	
Adult EAL									
Revenue	-1,401	292,114	2,105,600	13.9%	2,105,600	100.0%	0	737,992	F12
Expenditure	184,446	762,559	2,105,600	36.2%	2,105,600	100.0%	0	740,914	F13
<i>Net Revenue</i>	-185,847	-470,446	0		0		0	-2,922	
Total Financial Services	<u>1,183,545</u>	<u>3,544,370</u>	<u>9,773,800</u>	<u>36.3%</u>	<u>9,711,200</u>	<u>99.4%</u>	<u>62,600</u>	<u>3,415,590</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2012-2013	Line
<u>HUMAN RESOURCE SERVICES</u>									
Administration									
Salaries	371,033	778,329	1,676,000	46.4%	1,645,900	98.2%	30,100	725,923	H1
Benefits	86,396	193,004	392,800	49.1%	385,100	98.0%	7,700	176,833	H2
Pension Top-Ups	12,361	24,686	41,800	59.1%	41,800	100.0%	0	24,650	H3
Supplies and Materials	12,716	62,063	106,100	58.5%	106,100	100.0%	0	48,953	H4
Travel	1,996	3,318	8,200	40.5%	8,200	100.0%	0	2,309	H5
Service Contracts	876	1,756	7,000	25.1%	7,000	100.0%	0	1,809	H6
<i>Subtotal</i>	485,379	1,063,156	2,231,900	47.6%	2,194,100	98.3%	37,800	980,476	
Staff Development									
Professional Development	161,385	371,317	2,095,000	17.7%	2,095,000	100.0%	0	255,404	H7
<i>Subtotal</i>	161,385	371,317	2,095,000	17.7%	2,095,000	100.0%	0	255,404	
Total Human Resource Services	<u>646,764</u>	<u>1,434,472</u>	<u>4,326,900</u>	<u>33.2%</u>	<u>4,289,100</u>	<u>99.1%</u>	<u>37,800</u>	<u>1,235,880</u>	
TOTAL EXPENDITURES	<u>81,630,773</u>	<u>186,979,372</u>	<u>410,217,300</u>	<u>45.6%</u>	<u>412,619,100</u>	<u>100.6%</u>	<u>-2,401,800</u>	<u>182,887,973</u>	
NET SURPLUS/(DEFICIT)	<u>18,755,525</u>	<u>21,095,823</u>	<u>0</u>		<u>-663,100</u>		<u>663,100</u>	<u>18,378,138</u>	
PLANNED USE OF ACCUMULATED SURPLUS					<u>600,900</u>				
NET OPERATING SURPLUS (DEFICIT)					<u>-62,200</u>				

**SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013
SUPPLEMENTARY FUND**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Projected Variance	Actual Year to Date 2012-2013
<u>REVENUE</u>							
Supplementary Funding	4,121,969	8,505,550	17,059,700	49.9%	17,011,100	48,600	8,767,163
<u>EXPENDITURES</u>							
<u>SCHOOL ADMINISTRATION</u>							
Classroom Teachers							
Elementary Music	179,615	383,432	770,200	49.8%	770,200	0	381,324
Junior High Music and Art	121,858	261,474	516,300	50.6%	516,300	0	255,114
Physical Education	57,785	259,723	259,500	100.1%	259,500	0	376,897
Elementary Art	130,413	276,678	561,300	49.3%	561,300	0	267,213
Additional Teachers	751,354	1,656,355	3,433,200	48.2%	3,433,200	0	1,657,611
Fine Arts	335,869	733,465	1,516,300	48.4%	1,516,300	0	721,022
<i>Subtotal</i>	1,576,895	3,571,126	7,056,800	50.6%	7,056,800	0	3,659,181
Special Education							
Resource Teachers	585,867	1,365,394	2,549,600	53.6%	2,549,600	0	1,561,664
Social Workers	110,916	238,197	480,400	49.6%	480,400	0	231,744
Educational Program Assistants	214,684	439,318	935,400	47.0%	935,400	0	422,928
<i>Subtotal</i>	911,467	2,042,909	3,965,400	51.5%	3,965,400	0	2,216,336
Library and Guidance							
Library Support Specialists	514,055	1,067,614	2,185,400	48.9%	2,185,400	0	1,030,979
Guidance	172,589	368,767	736,600	50.1%	736,600	0	350,540
<i>Subtotal</i>	686,645	1,436,381	2,922,000	49.2%	2,922,000	0	1,381,519
Curriculum Leadership							
	97,489	202,348	411,000	49.2%	411,000	0	200,654
Other							
Student Services Secretaries	1,682	8,969	25,500	35.2%	25,500	0	9,089
Early Learning Opportunities	77,331	157,239	308,100	51.0%	308,100	0	135,959
School Secretaries	2,643	14,094	40,100	35.1%	40,100	0	14,279
Student Support Workers	24,754	50,797	116,800	43.5%	116,800	0	44,415
<i>Subtotal</i>	106,409	231,098	490,500	47.1%	490,500	0	203,741

**SUMMARY OF REVENUES AND EXPENDITURES
SEPTEMBER 30, 2013
SUPPLEMENTARY FUND**

	Actual Jul - Sep 2013-2014	Actual Year to Date 2013-2014	Budget 2013-2014	% Budget Utilized	Projection 2013-2014	Projected Variance	Actual Year to Date 2012-2013
Benefits							
Statutory	225,065	566,309	916,800	61.8%	916,800	0	524,117
Medical/Dental/Salary Continuation	75,395	160,598	343,000	46.8%	343,000	0	155,036
Service Awards	25,000	50,000	108,300	46.2%	108,300	0	57,200
Pension	87,714	197,573	374,100	52.8%	374,100	0	170,654
<i>Subtotal</i>	413,174	974,481	1,742,200	55.9%	1,742,200	0	907,007
Substitutes	37,880	151,520	378,800	40.0%	330,200	48,600	160,120
Program Support							
Program Supplies and Materials	11,220	42,226	73,000	57.8%	73,000	0	36,827
Therapeutic Swim Program	529	7,718	20,000	38.6%	20,000	0	7,036
<i>Subtotal</i>	11,749	49,944	93,000	53.7%	93,000	0	43,863
TOTAL EXPENDITURES	<u>3,841,708</u>	<u>8,659,807</u>	<u>17,059,700</u>	<u>50.8%</u>	<u>17,011,100</u>	<u>48,600</u>	<u>8,772,422</u>
NET SURPLUS (DEFICIT)	<u>280,261</u>	<u>-154,257</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>-5,259</u>

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
<u>Revenue:</u>			
Province of Nova Scotia			
R3 Other Provincial Initiatives/Grants	-729,400		Received additional Provincial grants that were not included in the budget. (Offset by projected expenditures.)
Government of Canada			
R8 Other Projects	-75,500		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Board Generated Revenues			
R15 Misc Board Generated Revenues	-288,000		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
<u>Expenditures:</u>			
School Administration			
S1-7 Salaries - Teachers	-1,677,000		Teachers salaries are tracking higher than budgeted for this fiscal year.
S8 Education Program Assistants	63,700		Educational Program Assistant costs are tracking slightly under budget for this fiscal year.
S15 Statutory Benefits	-99,300		Statutory benefit costs are tracking higher than budgeted.
S21 Classroom Supplies and Equipment		377,800	Schools have purchased fewer resources during the April - September time period than in the same period last year.
S30 Professional Development		134,200	Amounts spent in 2012-13 included salary and benefit costs for the Student Information Systems (SIS) project. These costs are reflected in the Board Administration section for the current year.
S31 International Services - Revenues	-211,500		Additional students over the budgeted enrolment amounts, resulting in additional revenues.
S32 International Services - Expenditures	-125,700		Additional students over the budgeted enrolment amounts with resulting increased expenditure projections.
Program			
P1 Special Education Teachers	58,000		Staffing changes and delays in filling vacant positions have resulted in projections that are lower than budgeted.
P3 Board Administration Teachers	82,300		Staffing changes and delays in filling vacant positions have resulted in projections that are lower than budgeted.
P10 Tutors/Support for Alternative Arrangements	-16,400		Tutor costs are tracking above budget, similar to experience in 2012-13, with no budget adjustment.
P18 Provincial Program Initiatives and Projects	-442,100		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
P21-27 Professional Development	-133,800		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
P23 Math Implementation PD		-127,100	Additional grants were received in the 2012-13 school for Math PD. A number of sessions were held in the April - June 2013 period, more significant than in the same time period for the previous year.

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
Operations Services			
O5-6 Custodial Salaries and Benefits	-27,300		Custodial salary and benefit costs are tracking above budget.
O10-11 Maintenance Salaries and Benefits	193,600		Maintenance employees budgeted for the full fiscal year, but staff turnover results in delays in hiring maintenance employees.
O12 Maintenance Supplies and Equipment		233,000	Expenditures to date have resulted in a reduction to the current level of expenditures for minor maintenance projects as compared to the same time period for last year.
O16 Insurance	-26,700		Property insurance rates have increased relative to liability rates, reflected in Financial Services. (See F5)
O17 Utilities - Electricity	163,600		Projected electricity costs are coming in lower than budgeted.
O21 Capital Projects	-600,900		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.
O21 Capital Projects		1,022,800	The April - September expenditures related to a number of capital projects (to be reimbursed by the EECD) are lower in 2013-14 as compared to 2012-13.
O25 Technology Services Computer Services - Schools	-176,200		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Financial Services			
F1-2 Salaries and Benefits	52,200		Staffing changes and delays in filling vacant positions have resulted in projections that are lower than budgeted.
F5 Liability Insurance	29,300		Liability insurance rates have decreased relative to property rates, reflected in Operations Services. (See O16)
F8 Excel Before & After Program - Revenues	-410,600		Additional students registered, over budgeted number of students, and new sites opened.
F8 Excel Before & After Program - Revenues		-202,800	Excel experienced growth during the 2012-13 school year. This growth is included in the April - September 2013 period, but not in the April - September 2012 period.
F12 Adult EAL Revenue		445,900	Invoicing for the recovery of costs have changed from monthly to quarterly. This will not impact total cost recovery.
Human Resource Services			
H1-2 Salaries and Benefits	37,800		Staffing changes and delays in filling vacant positions have resulted in projections that are lower than budgeted.