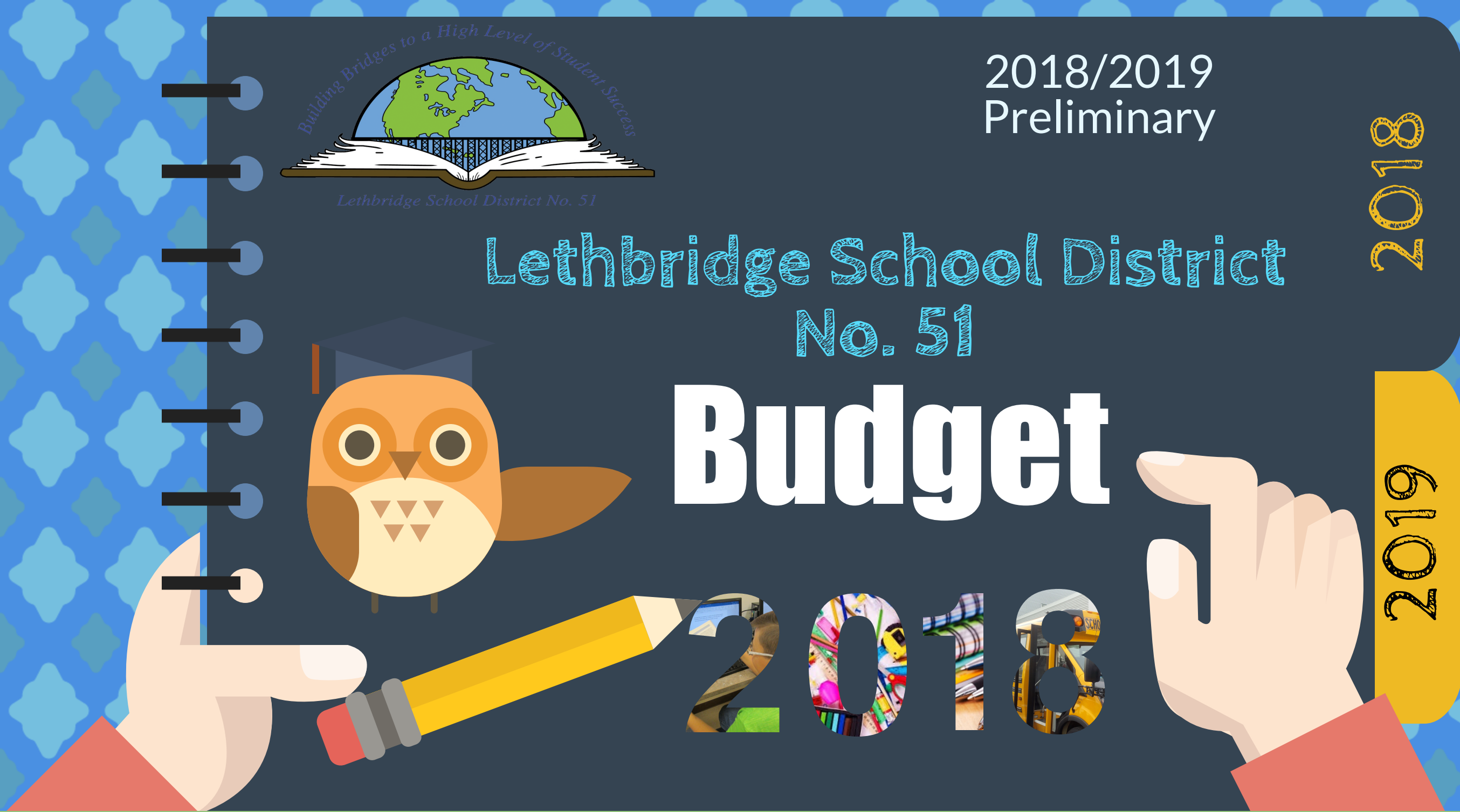




Priorities:

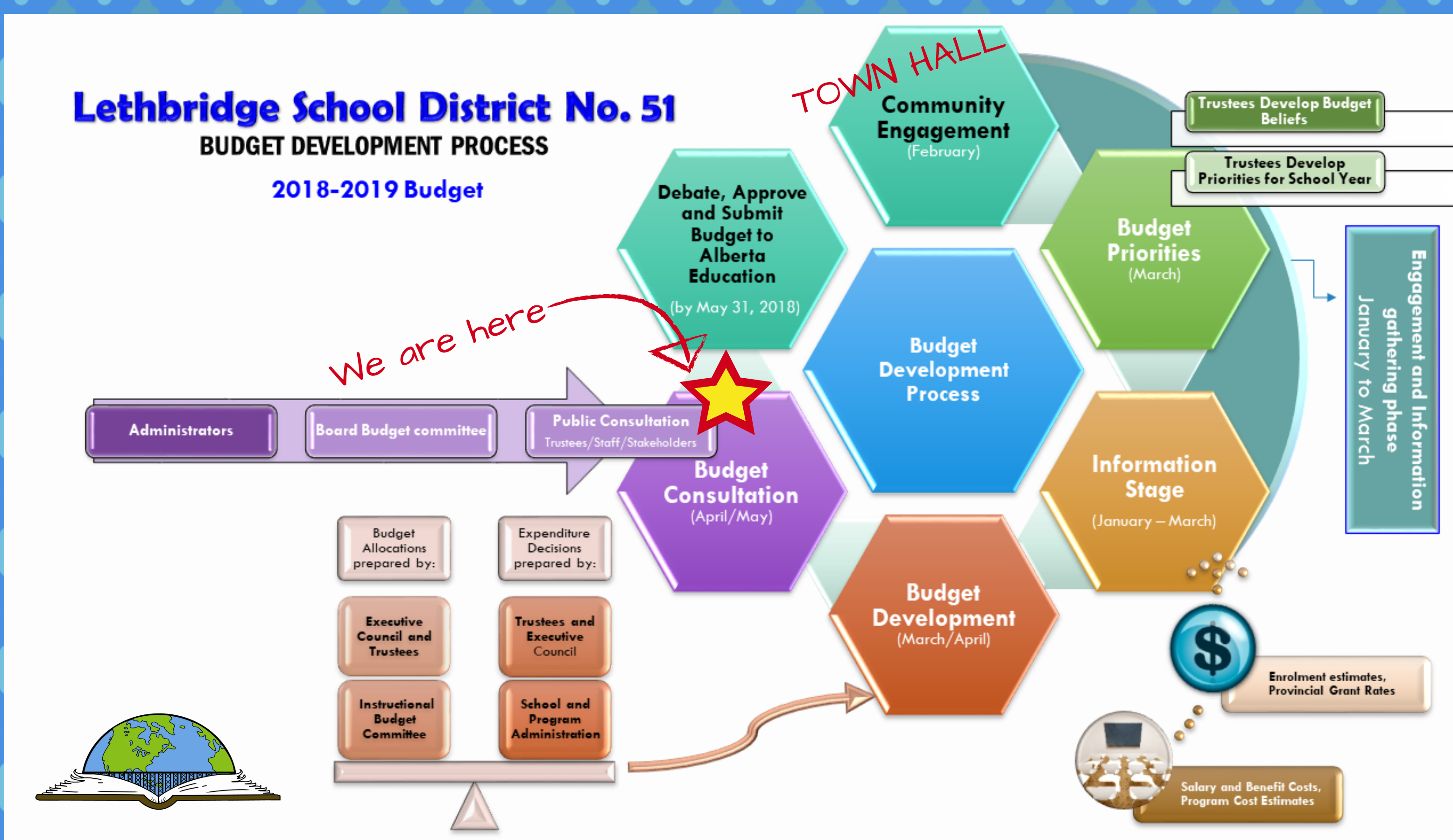

Innovation


Inclusion


Achievement

The feedback from the Town Hall meeting assisted the Board of Trustees in establishing the priorities for 2018-2019.

2018/2019 Budget Process



2018 Town Hall Meeting

In February 2018, the Board of Trustees held a Town Hall meeting for COMMUNITY ENGAGEMENT.

Feedback on two (2) simple questions:

- 1) What is the School District doing well?
- 2) What can the School District do better?



Board Budget Beliefs

Targeted opportunities

Open and Transparent

Equitable access to opportunities & resources

Uncommitted reserve for contingencies

Specific centralized programs and services

KEEPING FEES LOW

Education is the foundation to student success

Funding for School Viability

staffing to facilitate educational opportunities

Budget FEEDBACK

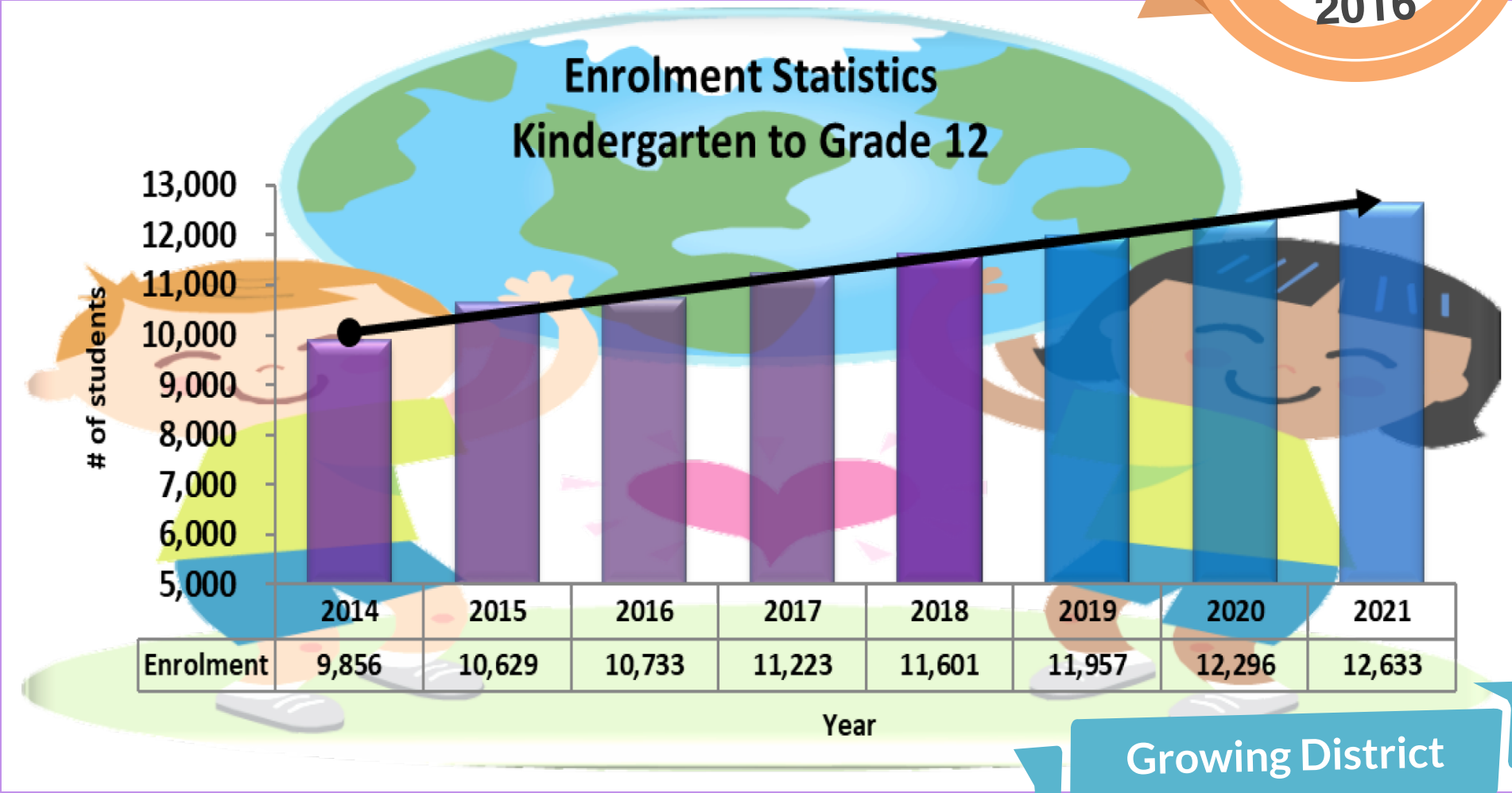
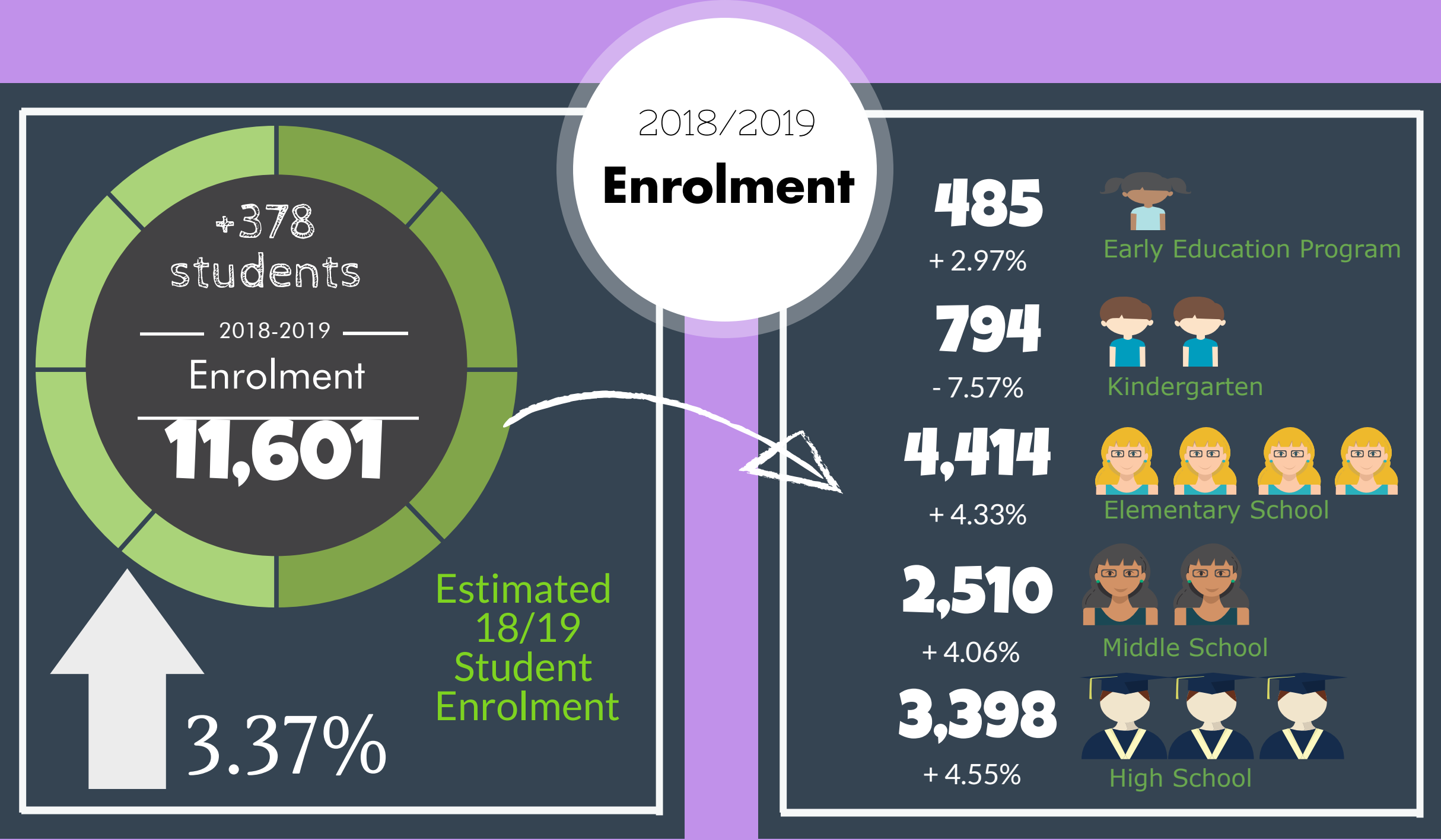
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Projected Enrolment

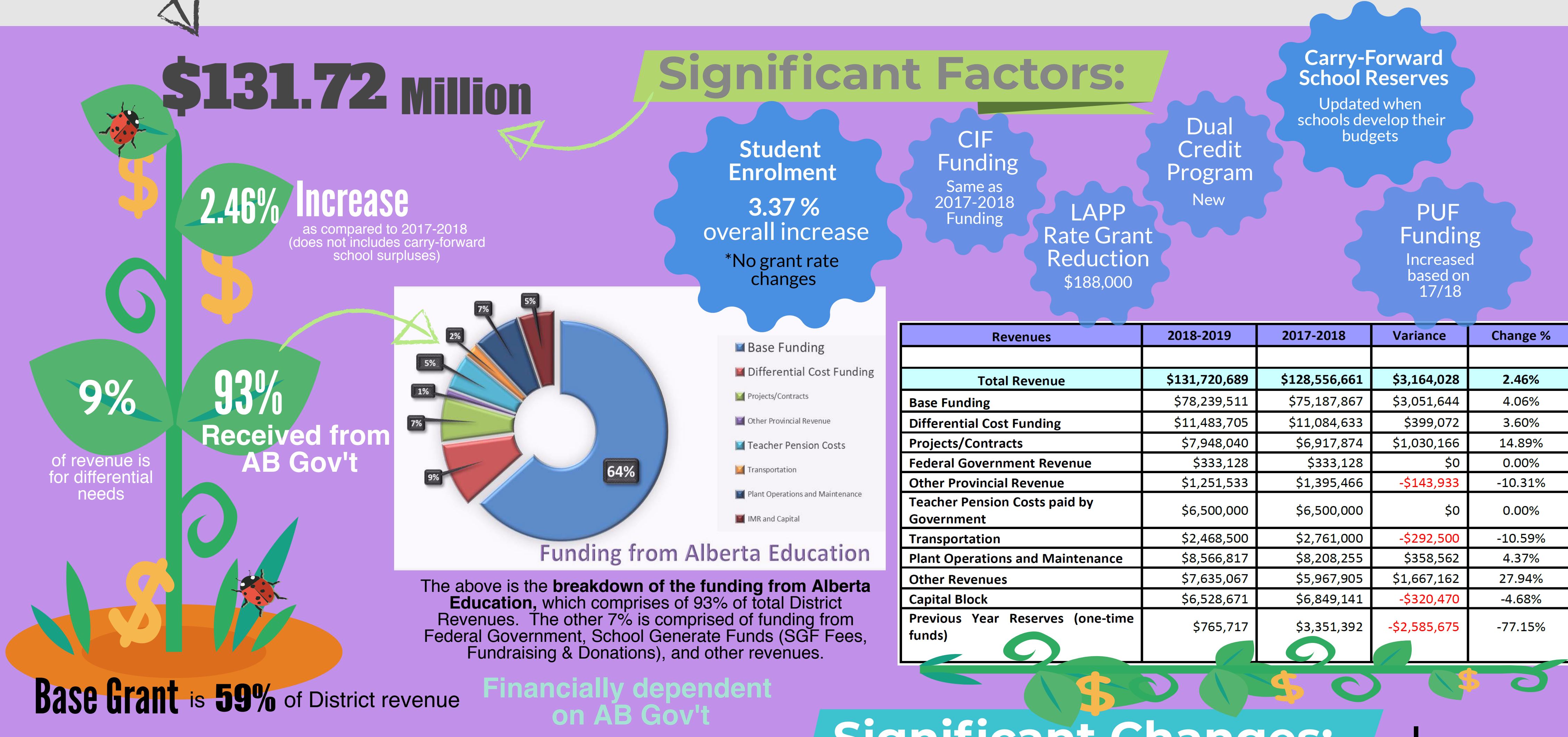
Enrolment growth due in part to the growth of the City of Lethbridge



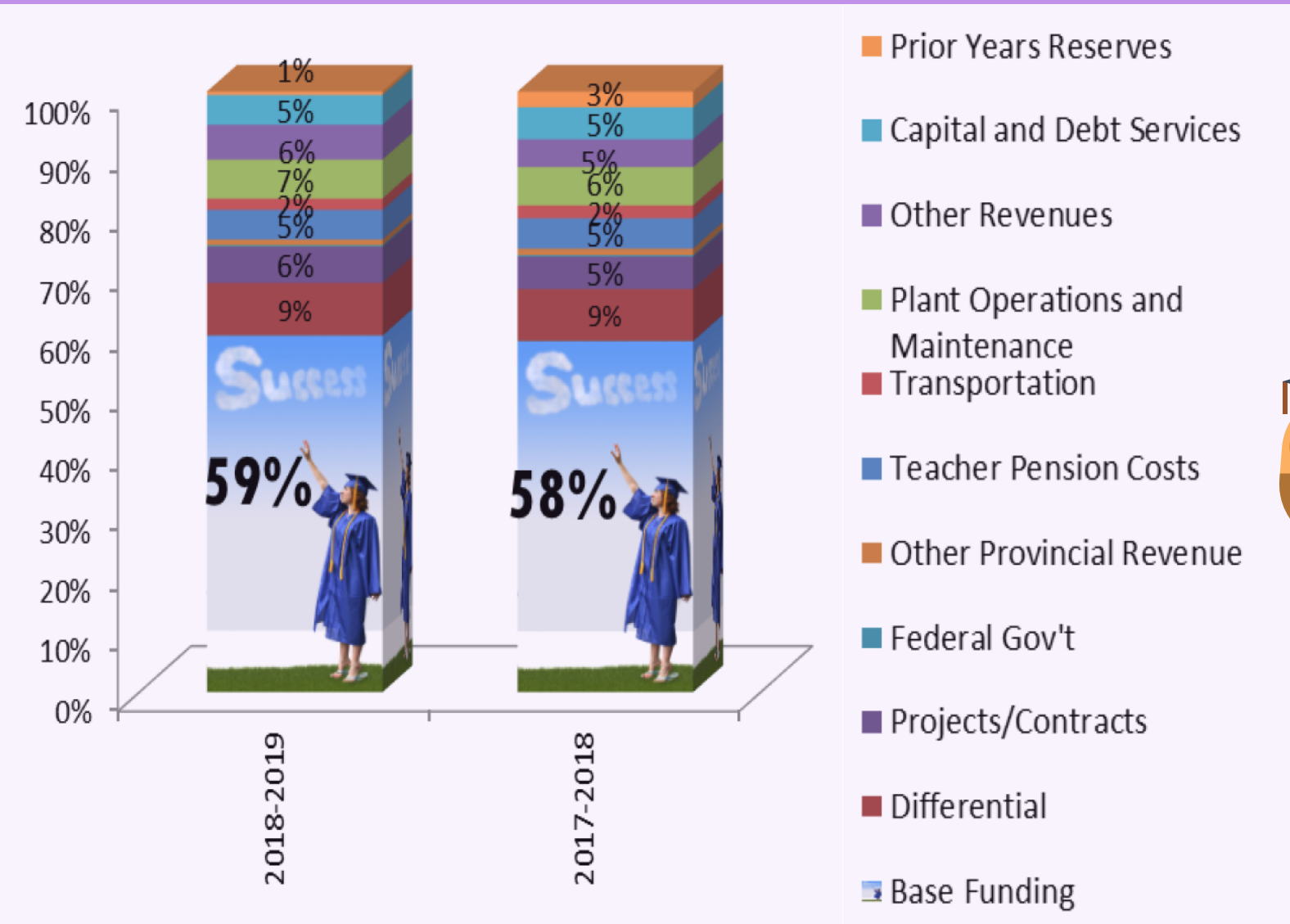
Student enrolment is the most significant factor in determining our funding

Student enrolment is projected for 2018-2019 using forecasting software that utilizes trend analysis, local demographics, and multiple other factors. Enrolment is updated to actual in the "September 30th" fall budget.

Revenue Overview



Significant Changes:



Base Funding and Differential Funding
There were **no grant rate increases**, the increase in these grants relate to **enrolment growth**.

Enrolment ↑ 3.37%

Plant Operations and Maintenance

No grant rate increases; however, increase is due to prior year enrolment growth

Other Provincial

Reduction is due to increases in grant "claw-back" for pension premium reductions

Projects and Contracts

Program Unit Funding (PUF) increased by \$800,000 based on 2017-2018 program. Increases to School Nutrition Program.

Transportation

Reduction in eligible ridership from changes in boundary maps (new schools added)

Other Revenues

Increase in projected School Generated Funds (SGF) fees for non-curricular travel and extracurricular activities

Capital Block

Reduction in Infrastructure, Maintenance & Renewal (IMR) grant rates

Prior Year Reserves

Reduction as 2017-2018 includes significant **carry-forward reserves from schools** (to be updated in fall budget)

\$765,700

Proposed to be drawn from Reserves to address Board and School Site Priorities

Spending our Savings

Proposed use of One-time reserves have been allocated to the following:

- Funding for all-day Kindergarten program of \$213,750 (already Board approved)
- Funding for literacy assessment testing of \$100,000
- Funding \$50,000 for one-time Numeracy Resources and \$50,000 for Grade 3 Spanish Resources
- Funding the Technology Lead Teacher position of \$115,000

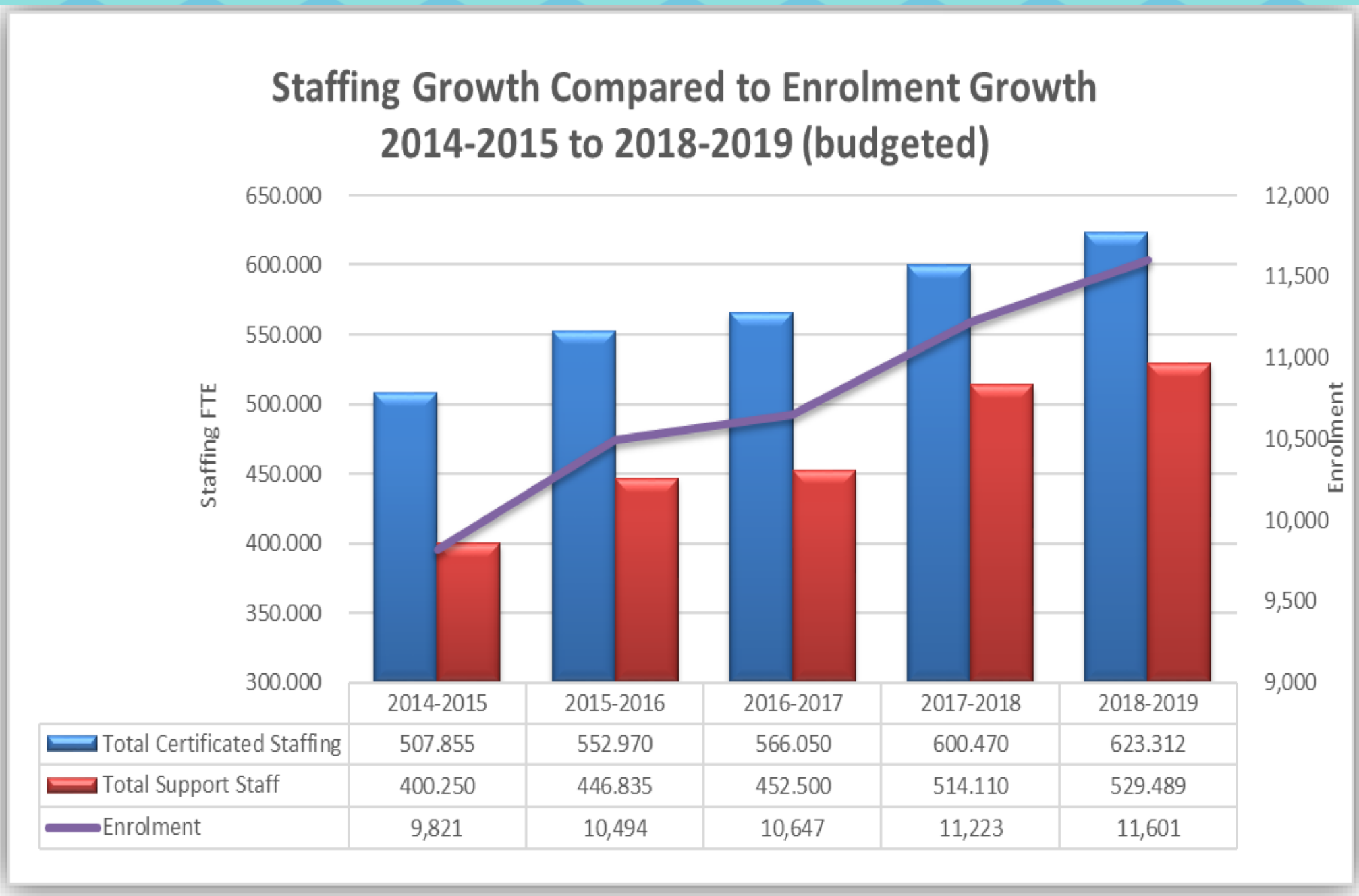
Budget FEEDBACK

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Staffing Overview



Expenditures by Object	2018-2019	2017-2018	Variance	Change %
Certificated Staffing	\$73,134,636	\$71,250,365	\$1,884,271	2.64%
Uncertificated Staffing	\$29,341,084	\$28,282,684	\$1,058,400	3.74%

Certified staff (teachers) increased by 22.8 FTE (3.80%); however, offset by decrease in the average salaries of teachers

Uncertified staff (support) increased by 15.4 FTE (2.99%); however, increased further by the increase in the average salaries of educational assistants (EA)

56% of budget for Teaching Staff
22% of budget for Support Staff



22.8 FTE
15.4 FTE
Increase in staff of

78% Total Staffing of Budget

Teachers **623 FTE**
Support Staff **529 FTE**

Significant Factors:

Decreased Average Teaching Costs

Hiring new teachers (reduced experience)

Enrolment Growth

Overall 3.37% student enrolment increase

New Middle School (2018-2019)

Additional administrators and support staff

0% Wage Increases

No changes to any of the actual wage amounts (only experience)

Increased Average EA Costs

Overall experience increases for educational assistants

Classroom Improvement Fund (CIF) continuing

Funding teachers and support staff

3rd Largest Employer in Lethbridge (2017)

Support Staff Increases

Largest increase relates to EA positions (inclusive education and PUF)

Other increase to student support workers, family school liaisons, and caretaking staff

Expenditure Overview

83%

Of the District Budget is spent on Instructional services for students

\$131.72 Million

17%

Non-Instructional Support Services

Inclusive Learning support to students **12%**

Technology **2%**

Other Instructional Supports **3%**

School Based 66%

Instruction Based Expenditures are:

87% STAFFING

13% Supplies and Services

Facilities 12%

Transportation **2%**

Administration **3%**

*Under the 3.6% maximum (approx \$455,300 goes to instruction)

Support Services Expenditures are:

35% STAFFING

65% Supplies and Services

Significant Changes:

Staffing

Increases in Teachers and Support Staff (see Staffing Overview above)

Supplies

Increases in the costs of providing the non-curricular travel and extracurricular activities for the in projected School Generated Funds (SGF) activities

Capital

Reduction in Infrastructure, Maintenance & Renewal (IMR) projects due to reduced grants

Contracted/General Services

Increases and updating costs of building maintenance, insurance, consulting and professional learning.

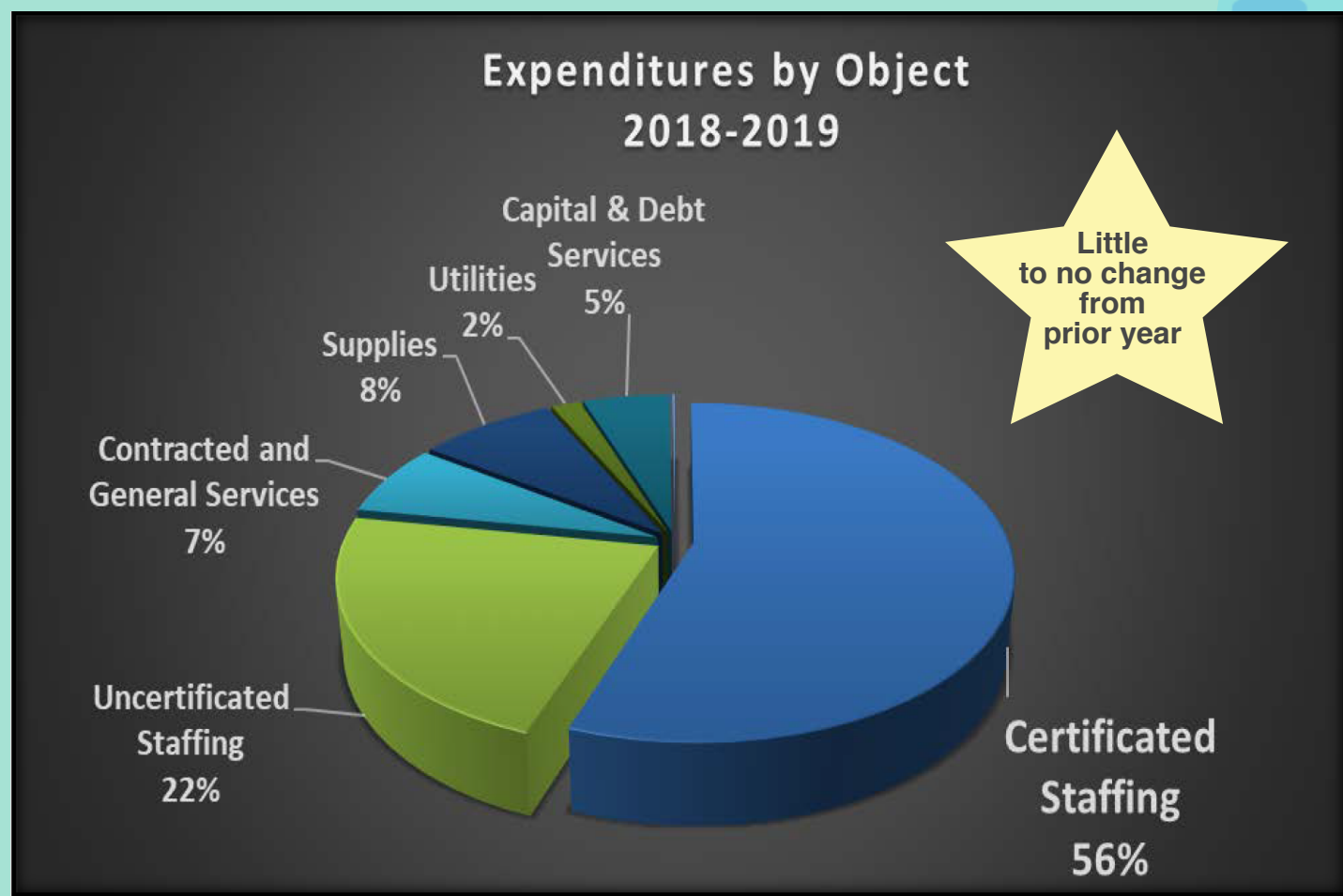
Utilities

Increases from adding new middle school and effect of carbon taxes.

Transfers

School typically add their contingencies in the fall budget (if required)

Expenditures by Object 2018-2019



Little to no change from prior year

Average Cost per FTE

2016-2017:
District - \$11,784
Provincial - \$11,935

Budget 2017-2018:
District - \$12,239

Budget 2018-2019:
District - \$12,123

The following is a breakdown of the expenditures by program and by the type. The major programs include: Instruction, Administration, Plant Operations and Maintenance (POM), Transportation, and Capital/Debt

Instruction is the largest program representing 83% of expenditures. The remaining 17% are for the non-instructional services (support services such as Administration, POM, Transportation, and Capital)

Expenditures by Program and Object	Instruction	Administration	Plant Operations and Maintenance	Transportation	Capital and Debt Services	Total
Total Expenditures	\$109,392,740	\$4,259,106	\$8,710,578	\$2,468,779	\$6,889,486	\$131,720,689
Certificated Staffing	\$72,410,258	\$724,378	\$0	\$0	\$0	\$73,134,636
Uncertificated Staffing	\$22,291,779	\$2,288,888	\$4,661,034	\$99,383	\$0	\$29,341,084
Contracted and General Services	\$4,096,841	\$1,064,207	\$1,613,427	\$2,306,796	\$0	\$9,081,271
Supplies	\$10,471,985	\$102,733	\$181,117	\$10,000	\$0	\$10,765,835
Utilities	\$0	\$52,600	\$2,255,000	\$0	\$0	\$2,307,600
Capital and Debt Services	\$0	\$0	\$0	\$0	\$6,889,486	\$6,889,486
Transfers	\$121,877	\$26,300	\$0	\$52,600	\$0	\$200,777

Budget FEEDBACK

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Instructional Program

83% of the District Budget is spent on Instructional activities

The Instruction Program includes all schools and instructional programs.

14 Elementary Schools
4 Middle Schools
5 High Schools
4 Institutional Programs



Instruction	Elementary School	Middle School	High School	Inclusive Learning	Technology	Other Instructional	Total
Total Expenditures	\$31,758,473	\$13,549,527	\$20,577,087	\$17,072,113	\$2,707,150	\$23,728,390	\$109,392,740
Certificated Staffing	\$27,751,274	\$12,045,030	\$17,344,325	\$2,954,022	\$165,931	\$12,149,676	\$72,410,258
Uncertificated Staffing	\$2,490,898	\$728,034	\$1,469,568	\$13,303,120	\$1,017,179	\$3,282,980	\$22,291,779
Contracted and General Services	\$535,336	\$243,558	\$855,110	\$572,644	\$494,512	\$1,395,681	\$4,096,841
Supplies	\$936,952	\$478,844	\$871,924	\$228,896	\$1,107,298	\$6,848,071	\$10,471,985
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital and Debt Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$44,013	\$54,061	\$36,160	\$13,431	-\$77,770	\$51,982	\$121,877

As part of the budget process, an Instructional Budget Committee (IBC) is utilized to allocate the funding throughout the Instructional programs. The IBC committee includes representatives from elementary, middle, and high schools

Instructional Budget Committee (IBC)

ICB Decisions/Recommendations:

- > Support the funding allocation towards the requests
- > Support the use of one-reserves as included in proposed revenues (as shown above)
- > 3% increase to general allocations of District Instructional Support (DIS), FNMI, and Technology
- > 7.57% reduction to kindergarten allocation (enrolment)
- > 4% reduction in EEP allocation (less programs)
- > 1.96% increase to Inclusive Education (enrolment based)
- > Increase to Elementary allocation (total of 3.4% including administrative time increases)
- > 7.19% increase to Grade 1-2 early literacy (enrolment)
- > Added Dual-Credit program (new program)
- > Increase Middle School K&E (new middle school)

Maintain funding for all other instruction

18/19 IBC Requests

Elementary
> 3 FTE additional administrative time

Middle School
> Fund 0.5 FSLC at each middle school

High School
> Extra-curricular funding
> Retain funding model

Admin
> Numeracy lead teacher (based on Board Priorities)

3+1=4

Allocation Factors:

Tech Lead Teacher

Change to Reserve Funded

Numeracy Lead Teacher

Funded by Operations

New Middle School

ESL Teacher Allocation

Increased allocation from Inclusive Ed

Average Teacher Salaries

Projected to decrease

Spending by Program	2018-2019	2017-2018	Variance	Change %
Total Instruction	\$109,392,740	\$105,995,849	\$3,396,891	3.20%
Elementary Schools	\$31,758,473	\$31,823,551	-\$65,078	-0.20%
Middle Schools	\$13,549,527	\$13,003,823	\$545,704	4.20%
High Schools	\$20,577,087	\$20,358,013	\$219,074	1.08%
Inclusive Learning	\$17,072,113	\$15,943,184	\$1,128,929	7.08%
Technology	\$2,707,150	\$2,709,294	-\$2,144	-0.08%
Other Instructional Programs	\$23,728,390	\$22,157,984	\$1,570,406	7.09%

Expenditures by major group

Significant changes in Schools Budgets

Elementary Schools*

Enrolment increase of 183 students (4.33%) for Grades 1-5

Certified staff (teachers) increased by 8.51 FTE (3.86%) for enrolment growth

Contracted/General Services decreased for building maintenance, professional learning, consultants, and field trips costs.

Transfers decreased as the schools will likely add their contingencies in the fall budget (if required)

Middle Schools

Enrolment increase of 98 students (4.06%) for Grades 6-8

Certified staff (teachers) increased by 4.35 FTE (4.20%) of classroom teachers for enrolment growth. Additional staffing added for the new middle school, including principal, vice/assistant principal, and administrative support.

Supplies decreased for furniture/equipment and general supplies

High Schools*

Enrolment increase of 148 students (4.55%) for Grades 9-12

Certified staff (teachers) increased by 8.24 FTE (5.56%) for enrolment growth

Contracted/General Services increased for building maintenance and additional extracurricular support.

Transfers decreased as the schools will likely add their contingencies in the fall budget (if required)

* Lethbridge Christian School (Grades 1-8) included in Elementary group
* Immanuel Christian Secondary School (Grades 6-12) included in High School group

Other Instructional Programs

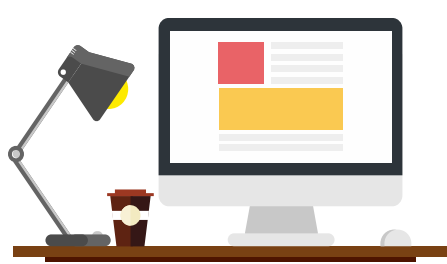
Inclusive Learning

Increases in **educational assistants** (EAs) for enrolment growth and PUF program

Increases in Counselling Program with the additional **Family School Liaison Councillors (FSLC)**

Technology

Increases to **software licensing** costs. Increases somewhat offset by prior year evergreening servers (one-time reserve funding)

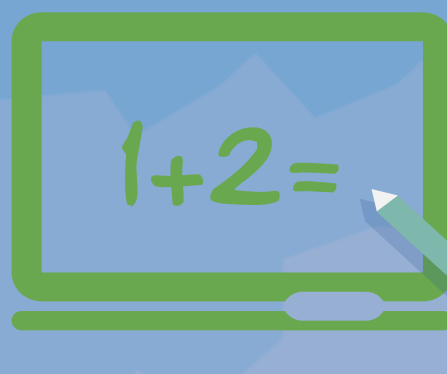


Other

Majority of the increases relate to the increased costs of providing the non-curricular travel and extracurricular activities for the in projected School Generated Funds (SGF) activities

Increase in SGF fees/ (revenues) offset these increased costs

School Based Instruction



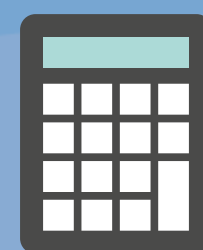
66% of the District

87%

STAFFING

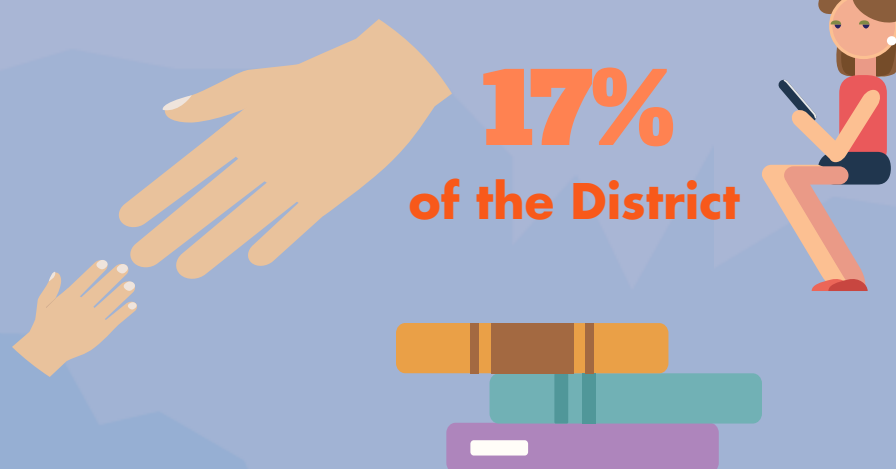
RESOURCES

13%



Elementary Schools
Middle Schools
High Schools
SGF activities
Classroom Improvement Fund
Other School Based

Instructional Support



17% of the District

Portion of total instructional support:

Inclusive Learning Supports

71%

Other Instructional Supports

18%

Technology

12%

Instructional Program	2018-2019	2017-2018	Variance	Change %
Total Expenditures	\$109,392,740	\$105,995,849	\$3,396,891	3.20%
Certificated Staffing	\$72,410,258	\$70,525,987	\$1,884,271	2.67%
Uncertificated Staffing	\$22,291,779	\$21,323,240	\$968,539	4.54%
Contracted and General Services	\$4,096,841	\$3,950,087	\$146,754	3.72%
Supplies	\$10,471,985	\$9,211,313	\$1,260,672	13.69%
Transfers	\$121,877	\$985,222	-\$863,345	-87.63%

Significant Changes:

Total Instruction

Certified Staffing

Increase of 22.6 FTE of classroom teachers for enrolment growth

Uncertified Staffing

Increases in **educational assistants** (EAs) for enrolment growth and PUF program

Transfers

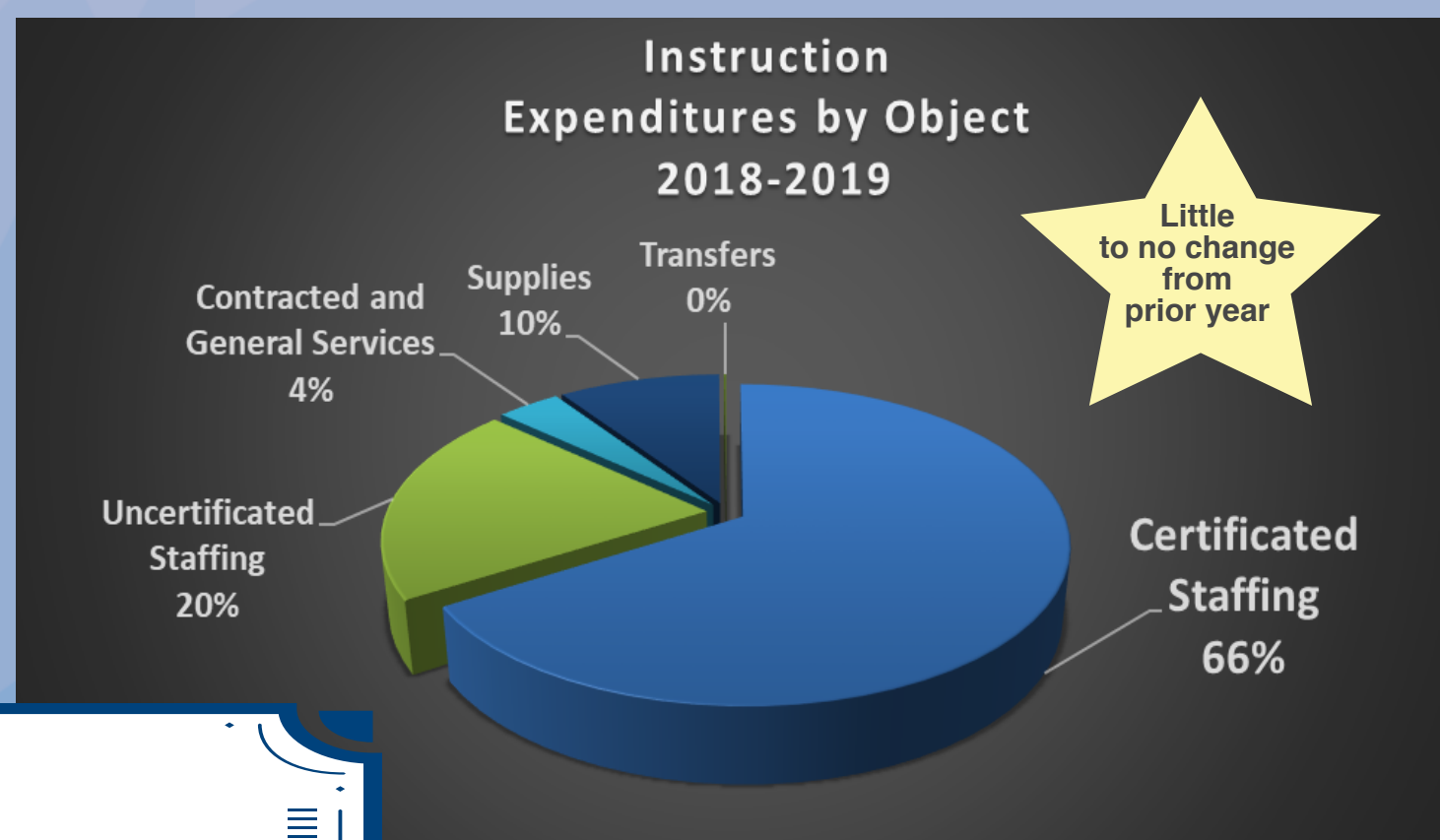
School typically add their **contingencies** in the fall budget (if required)

Contracted/General Services

Increases and updating costs of building maintenance, consulting and professional learning.

Supplies

Increases in the costs of providing the non-curricular travel and extracurricular activities for the in projected School Generated Funds (SGF) activities



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Administration





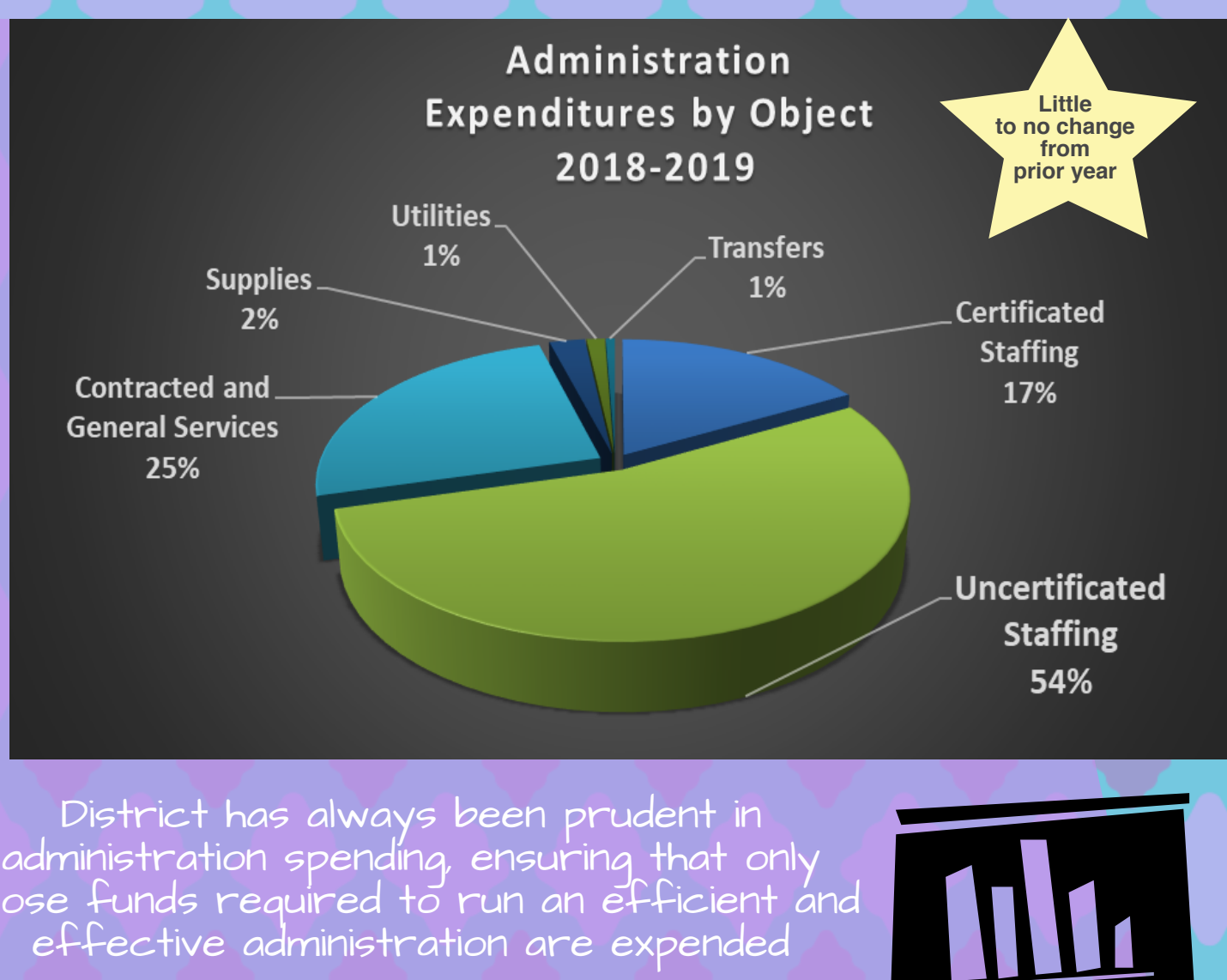
Administration
3.25%
of Total Expenditures

Provincial Average
2016-2017:
3.42%

Office of the Superintendent
Business and Finance
Human Resources
System Instructional Support
Board of Trustees

Allowed up
to 3.60%

\$455,300
of additional \$
was available
for instructional
purposes



Administration	2018-2019	2017-2018	Variance	Change %
Total Expenditures	\$4,259,106	\$4,092,199	\$166,907	4.08%
Certificated Staffing	\$724,378	\$724,378	\$0	0.00%
Uncertificated Staffing	\$2,288,888	\$2,297,227	-\$8,339	-0.36%
Contracted and General Services	\$1,064,207	\$895,806	\$168,401	18.80%
Supplies	\$102,733	\$95,888	\$6,845	7.14%
Utilities	\$52,600	\$52,600	\$0	0.00%
Transfers	\$26,300	\$26,300	\$0	0.00%

Significant Changes:

Staffing
Reductions in support staffing as prior year had a slight "overlap" in a retirement position (cross training) and readjusted some staff allocations to more accurately reflect costs.

Contracted/General Services
Increases and updating costs of insurance, software, consulting, and printing costs. A one-time cost added for operational consulting due to the significant operational growth over past couple years.

Supplies
Increase and updating costs to general supplies based on inflationary factors

Computer Services had an increase for potential purchase of software modules to further improve payroll/HR efficiency (one-time cost).

Plant Operation and Maintenance (POM)



Facilities
13%
of Total Expenditures

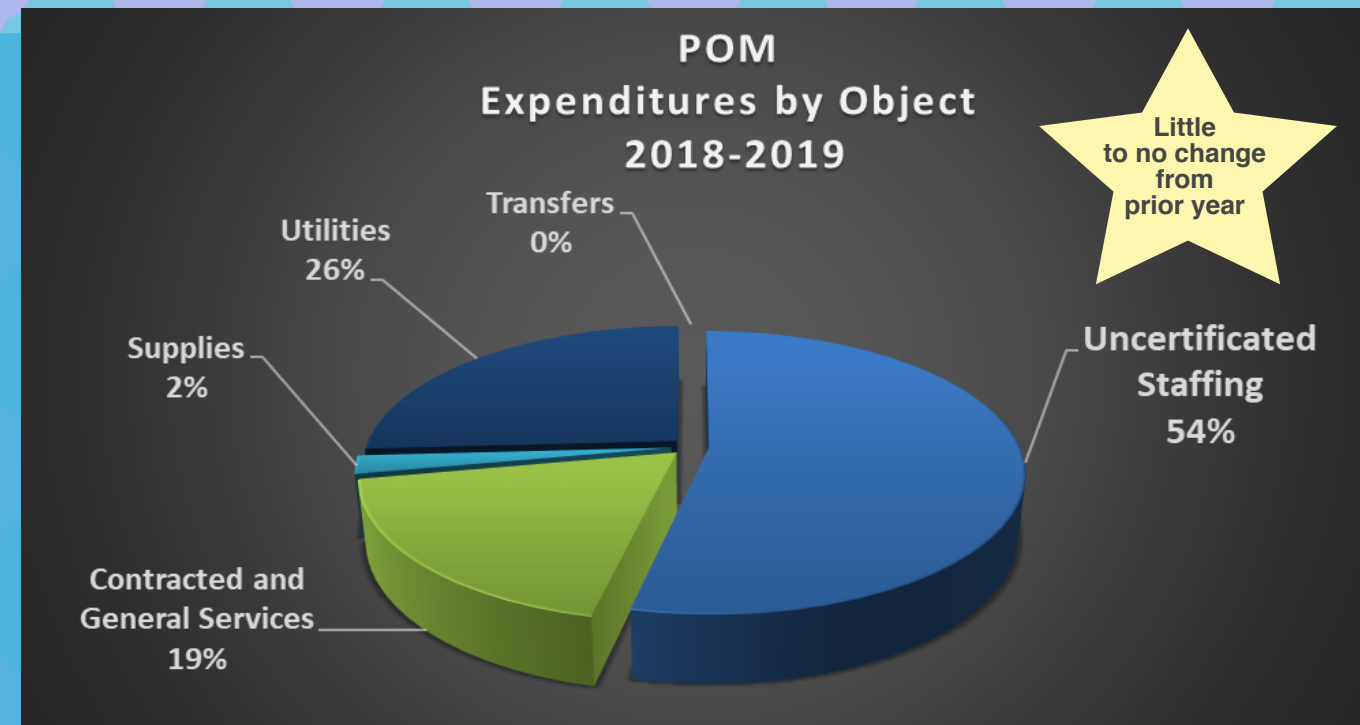
Caretaking and Facility Maintenance
Light, Heat and Water
Major facility upgrades

POM	2018-2019	2017-2018	Variance	Change %
Total Expenditures	\$8,710,578	\$8,497,377	\$213,201	2.51%
Uncertificated Staffing	\$4,661,034	\$4,562,833	\$98,201	2.15%
Contracted and General Services	\$1,613,427	\$1,613,427	\$0	0.00%
Supplies	\$181,117	\$181,117	\$0	0.00%
Utilities	\$2,255,000	\$2,120,000	\$135,000	6.37%
Transfers	\$0	\$20,000	-\$20,000	-100.00%

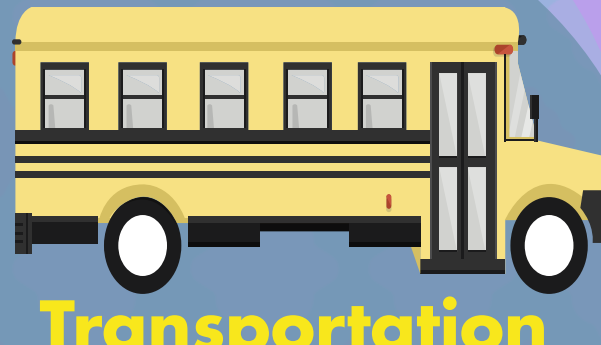
Significant Changes:

Staffing
Increased 1 FTE for both a Caretaking and Labourer position due to opening of the new middle school and growth. Readjusted staff allocations to more accurately reflect costs (part to Administration).

Utilities
Increases from adding new middle school and effect of carbon taxes.



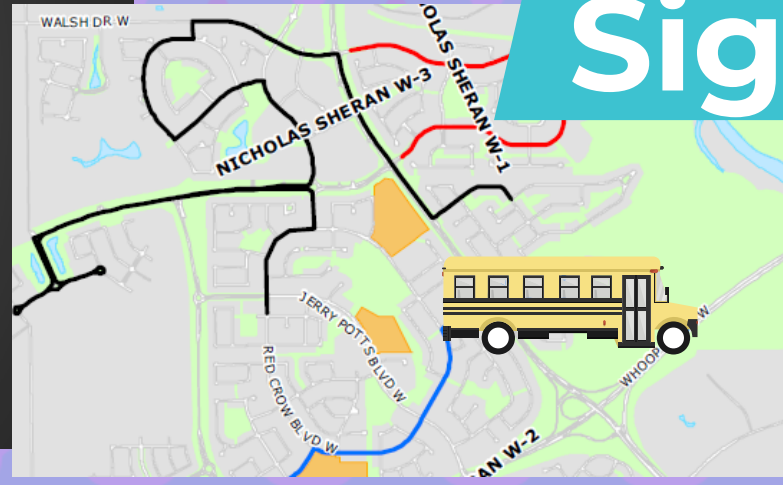
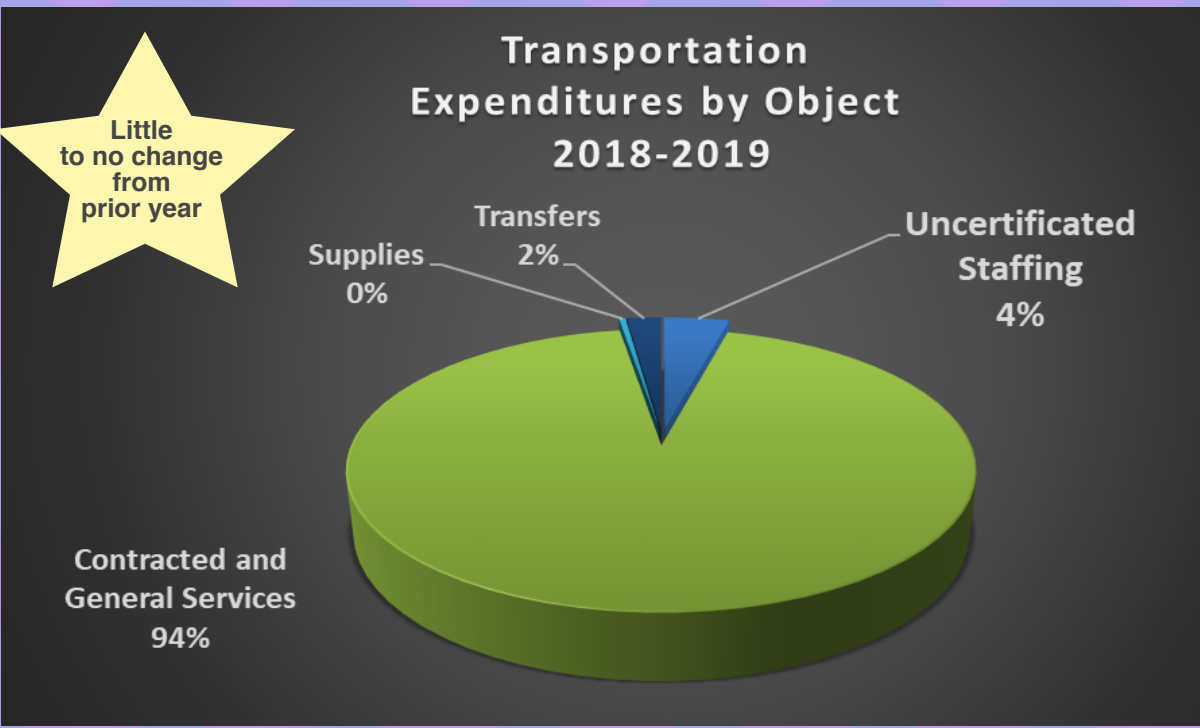
Transportation



Transportation
2%
of Total Expenditures

Transporting Students to and from School

Transportation is provided for students over 2.4km (walking distance from designated school)



Transportation	2018-2019	2017-2018	Variance	Change %
Total Expenditures	\$2,468,779	\$2,761,279	-\$292,500	-10.59%
Uncertificated Staffing	\$99,383	\$99,383	\$0	0.00%
Contracted and General Services	\$2,306,796	\$2,599,296	-\$292,500	-11.25%
Supplies	\$10,000	\$10,000	\$0	0.00%
Transfers	\$52,600	\$52,600	\$0	0.00%

Significant Changes:

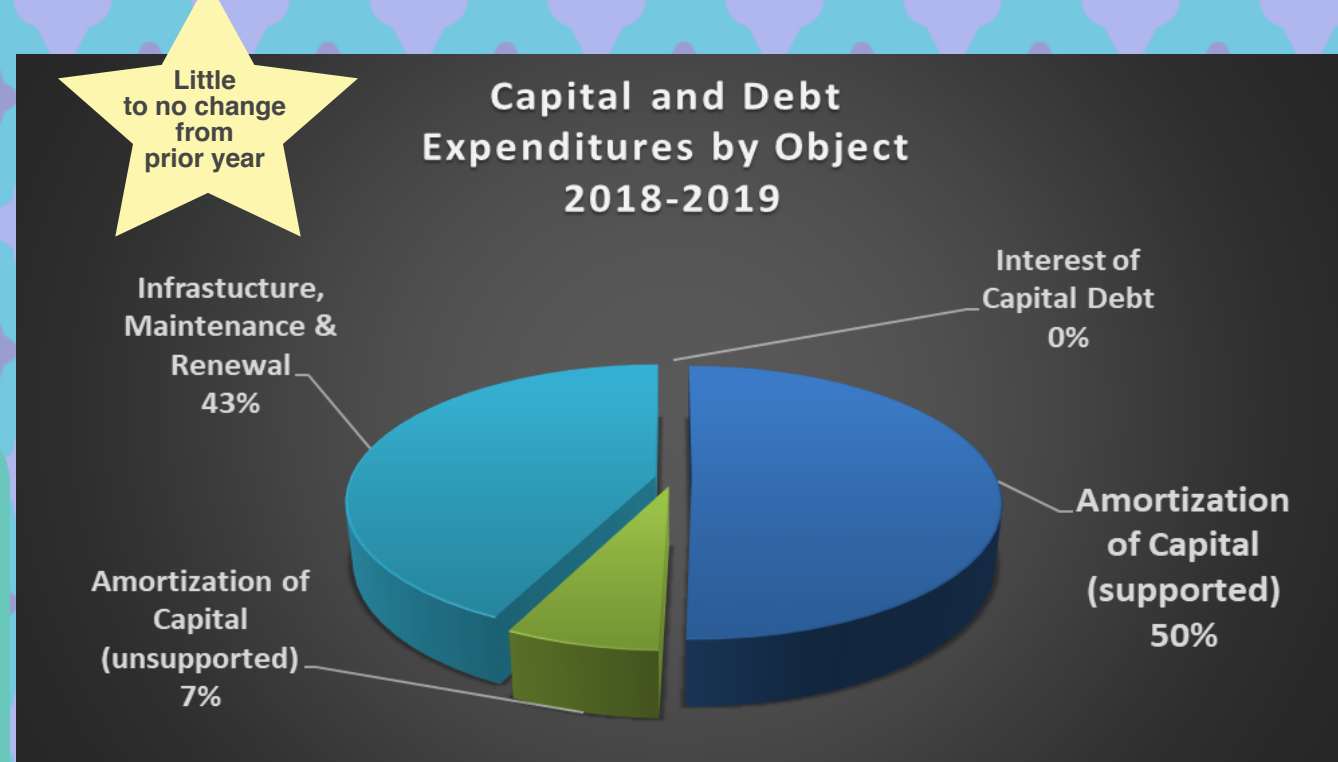
Contracted/General Services
The reduction of funded eligible ridership (over 2.4km) decreased the amount of contracted transportation required from the City of Lethbridge.

Capital and Debt Servicing

Capital and Debt Services	2018-2019	2017-2018	Variance	Change %
Total Expenditures	\$6,889,486	\$7,209,956	-\$320,470	-4.44%
Amortization of Capital (supported)	\$3,472,584	\$3,472,584	\$0	0.00%
Amortization of Capital (unsupported)	\$465,310	\$465,310	\$0	0.00%
Infrastructure, Maintenance & Renewal	\$2,951,592	\$3,267,728	-\$316,136	-9.67%
Interest of Capital Debt	\$0	\$4,334	-\$4,334	-100.00%

Debenture Debt repaid in 2017-2018

Infrastructure, Maintenance & Renewal (IMR)
There was a reduction in IMR funding, as a result there is a decrease in the amount of IMR projects that will be undertaken.



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