



Central Okanagan Public Schools
Superintendent of Schools/CEO
2020/2021 Budget Proposal



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OVERVIEW

Central Okanagan Public Schools is in a solid financial position going into the 2020/2021 school year. The delay of several Funding Model Implementation recommendations makes this a good news budget. Continued growth will allow the District to support ongoing budget pressures.

The District is the fifth largest district in the province and represents 4% of the provincial enrolment. In September 2019, our student FTE (full time equivalent) was 23,074 while our headcount was 23,501 students. In February 2020, our student headcount grew to 24,111. This The District operates thirty-one elementary, seven middle and five secondary schools, as well as one alternate education school and one distributed learning program. An eighth middle school, H.S. Grenda Middle, is scheduled to open September 2021. The District employs approximately 3,700 full-time and part-time staff.

STRATEGIC DIRECTION

The Board of Education Strategic Plan helps guide, along with the Budget Development Principles, the operational planning of the District budget. Budget requests are evaluated through the lens of the following four focused directions.

1. **Leadership Development**

The Board of Education strives to provide professional development, attract and retain high quality leaders throughout the system and support leadership skill development.

2. **Sustainability as a District**

The Board of Education strives to provide equitable programs and opportunities to students, support inspirational learning opportunities, is developing a wellness initiative for all staff, supports environmental operational practices and is an advocate for a more predictable, sufficient funding model.

3. **Leading Learning: Attributes of a Learner**

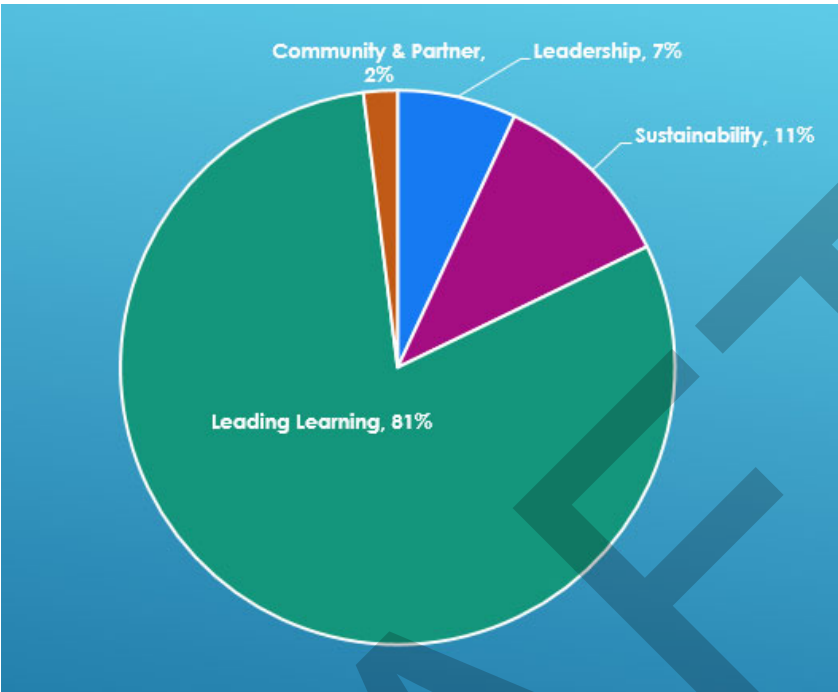
The Board of Education's Overarching Goal is that each Central Okanagan Public Schools student (K-12) will provide evidence of being a learner, thinker, innovator, collaborator and contributor through improving students' transition from secondary school with dignity, purpose and options. The Board strives to achieve this by supporting the development of effective pedagogy as well as innovative learning environments and supports equitable opportunities and performance for all Indigenous learners.

4. **Community and Partner Engagement**

The Board of Education strives to promote positive public relations and enhance all areas of community and partner engagement by encouraging authentic involvement of all partners, raising understanding, awareness and confidence in the community of public education. The Board supports positive partnerships with community organizations that contribute to learner readiness.

Currently the District's senior team's work plan is tied to the above strategic directions. Moving forward, the District plans to move to a priority based budget.

The following graph is not a comprehensive analysis however; it does broadly illustrate how we currently allocate the District's budget to the four above strategic directions.



The District is currently implementing the Ministry of Education's New BC Education Plan. The Plan is transforming education in the province so that it is more personalized and focuses on the development of Core and Curricular Competencies. The transformation of our system to meet the intentions of the Plan require that we use pedagogy that is learner centered and provides student agency, encourages innovation, embeds the First Peoples Principles of Learning throughout the curriculum, and is inclusive by design. This transformation requires educators to collaborate, possess growth mindsets and develop adaptive expertise. The budget needs to continue to support this work.

District student learning results demonstrate that previous budget decisions have resulted in investments that support student learning. The District has demonstrated student achievement above provincial and national averages and has a Ministry reported six-year graduation rate for BC residents of 91.4% and an Indigenous six-year graduation rate of 76.7%, both of which are above the provincial average. The six-year completion rate, including students achieving both Dogwood Certificates and Evergreen Certificates, is 96.1% and the Indigenous rate is 80.8%. Most importantly, the trajectory of achievement results for the District has continued to improve over the past 10 years.

To achieve these results, the District offers early learning programs, focusses on foundational skill development and the development of the attributes of a learner as described in the District's Overarching Goal by offering students diverse programs of interest. The District strives to support learner readiness through collaboration with a number of independent providers such as preschools, StrongStart BC, Ready Set Learn, Hope for the Nations and other non-profit organizations that offer early learning initiatives, breakfast, lunch and after school programs. In addition, the District provides a variety of choices through board-authorized courses, specialty academies, apprenticeship programs, trades courses, computer and software development courses and French Immersion. As well, the District partners with Okanagan College, British Columbia Institute of Technology, University of British Columbia-Okanagan, Vancouver Film School, many local businesses and other community organizations to provide dual credit, work study, leadership and transition opportunities to our students. The District should continue to invest in these programs.

BUDGET DEVELOPMENT PROCESS

Each year, in accordance with the *School Act*, the District is responsible for creating a budget plan for the upcoming school year. This plan is the culmination of a process involving presentations, input gathering sessions, discussions and feedback. The goal is to develop a proposal that balances the funding that is available with the expenses that are required to provide a quality educational experience for all students.

In addition to the Board of Education's Strategic Plan and the Districts' Mission, Vision, Cultural Values, the District will also consider the District's Overarching Goal using both the District budget development principles and guided school based budget decisions model expanded below.

DISTRICT BUDGET DEVELOPMENT PRINCIPLES

- Students come first;
- Every budget allocation will be aligned to meet the District's Mission, Vision, Values and Goals;
- Consideration must also be given to the individual school goals;
- The District will obtain the most effective results for the dollars spent;
- The Board must meet legal requirements; therefore, the budget will be balanced and all statutory requirements will be met.

GUIDED SCHOOL BASED BUDGET DECISION MODEL

- Decisions are made considering:
 - school plans and District goals;
 - discussions with School Administration, Assistant Superintendents, Human Resources and Finance;
 - consultation with partners, parents and students;
 - alignment to the school's plan and their ability to achieve the plan remain a priority.

Throughout the budget process, the following opportunities for input were provided:

Date	Description
February 19, 2020	Public Finance and Audit Committee Meeting (partner group input invited)
March 2, 2020	Public presentation to provide information on the 2020/2021 budget
March 10, 2020	Presentation to School District Administrators
April 1, 2020	Public Finance and Audit Committee Meeting (Information) <ul style="list-style-type: none">• Central Okanagan Public Schools Superintendent of Schools/CEO 2020/2021 Preliminary Budget Proposal Report
April 15, 2020	Public Finance and Audit Committee Meeting (Action) <ul style="list-style-type: none">• Central Okanagan Public Schools Superintendent of Schools/CEO 2020/2021 Final Budget Recommendations Report
April 22, 2020	Public Board Meeting <ul style="list-style-type: none">• Annual Budget set
June 17, 2020	Public Board Meeting <ul style="list-style-type: none">• Annual Budget approval

The Board of Education will engage in deliberations regarding the Superintendent of Schools/CEO's 2020/2021 Budget Recommendations Report at the April 1, 2020 Public Finance and Audit Committee Meeting, and will plan to complete this process at the April 22, 2020 Public Board Meeting. Final adjustments may be made up to June 17, 2020.

This budget proposal was developed with submissions from our District and school-based leadership teams as well as partner groups, with a focus on making the most educationally sound decisions given the multitude of factors including:

- Student classroom and composition guidelines;
- District non-enrolling ratio requirements;
- Teacher qualifications available;
- Space restrictions;
- Student demographics and access to neighborhood schools;
- Student course load requests.

These submissions include input through discussions at committee meetings and other formal administrative and partnership meetings with:

- Trustees
- Senior Staff (Admin Council)
- Principals, Vice-Principals and COSBO (Exempt) staff
- The Indigenous Education Council
- The Canadian Union of Public Employees Local 3523 (CUPE)
- The Central Okanagan Parent Advisory Council (COPAC)
- The Central Okanagan Teachers' Association (COTA)
- Parents and the community

FUNDING FORMULA MODEL REVIEW UPDATE

In 2018, the Province appointed an Independent Review Panel to undertake a review of how public education is funded for the first time in almost 30 years. The review involved input and consultation from all 60 school districts and over 350 education stakeholders

Because of this review, a new supplement has been introduced as part of the March 2020 funding announcement that recognizes B.C.'s children and youth in care. This change will expand priority funding to more children with mental-health challenges and those living in low-income families. Funding allocated for this new supplement has been provided to districts to deliver service based on local needs and is intended for supports such as trauma counselling, school breakfast or lunch programs, additional classroom support etc.

This is part one of a two-phase plan to improve the way education is delivered in B.C., following the completion of a comprehensive review that examined the ways in which the education funding system can help ensure every child has equal and consistent access to a quality education.

Following completion of the review, 22 recommendations were provided to the Ministry of Education 12 of the 22 recommendations will be implemented in the coming year. Of these 12 recommendations, four relate to the budget and focus on:

- 1) Supporting a multi-year financial plan. Government will provide districts operating funding for 3 years, based on available funding and projected student enrolment and districts will be required to develop financial plans for a 3 year period;
- 2) The Ministry will establish clear provincial policies on reserves to ensure consistent and transparent reporting while maintaining districts' ability to establish reserves;
- 3) There will be no change in the way that locally generated revenues are treated by the Ministry when calculating operating funding for districts;
- 4) In the current absence of dedicated funding for some capital expenditures, the Ministry will either:
 - Provide capital funding for expenditures that are currently not reflected in the capital program (i.e. portable purchases);
 - Clarify which items are ineligible for capital program funding and ensure that districts are permitted to establish appropriate reserves that allow them to save for these purchases on their own (i.e. accumulated operating surplus, local capital).

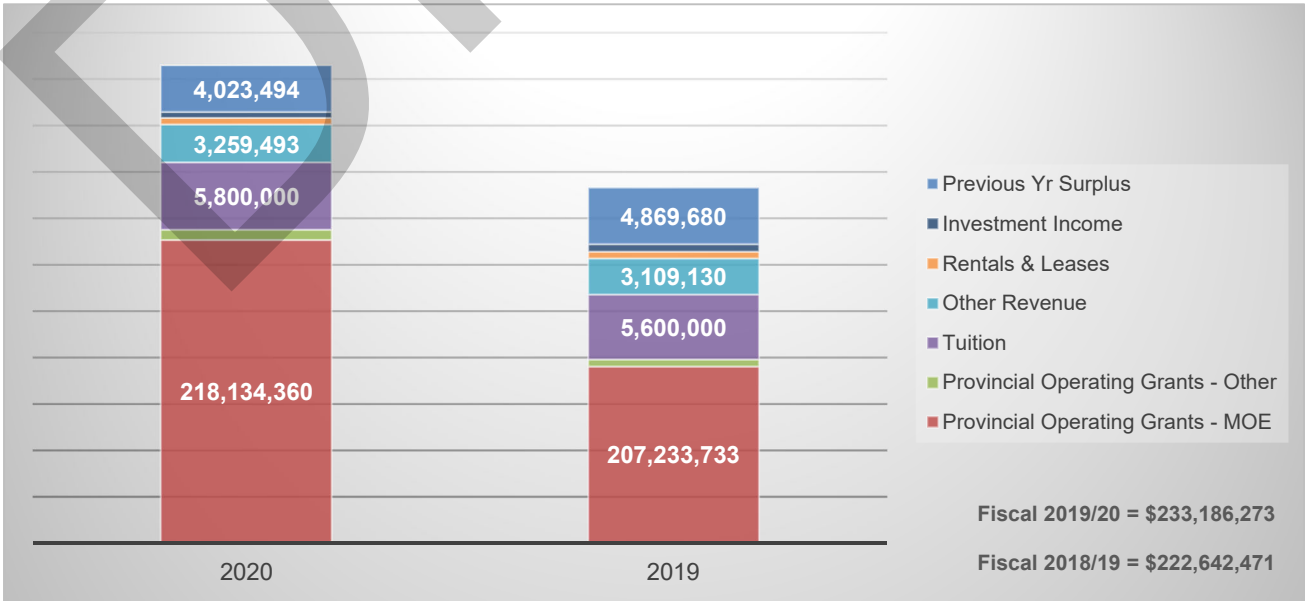
This Central Okanagan Public Schools Superintendent of Schools/CEO 2020/2021 Budget Recommendations Report considers each of the following areas:

- I. Base Operating Budget Revenues and Expenses and Other Significant Changes
- II. Key Assumptions for the 2020/2021 School Year
- III. Additional Budget Requests

I. **BASE OPERATING BUDGET REVENUE & EXPENSES**

The foundation of all budget development begins with the District Base Operating Budget. This represents the revenue and expenses of the District as they currently exist to deliver the programs and services the District provides.

Base Operating Budget Revenues (2019/2020 Amended Annual Budget)



The majority of operating revenue for the District (95%) is derived from the Ministry of Education's Operating Grant. The province establishes this grant annually for public education using a funding allocation system that is intended to ensure equity across all districts in British Columbia. The allocation system is based primarily on enrolment with further allocations based on unique demographic or District characteristics. Since enrolment is the primary driver in the formula, all budget planning begins with a projected enrolment figure for the next school year.

Other sources of revenue include other provincial grants, locally generated revenue (tuition payments, fees and rentals), and surplus carry forwards from the previous year, as well as designated funds for capital or school-based activities. Central Okanagan Public Schools has focused on increasing local revenues over the last seven years through the expansion of the International Education Program, providing fee for service in the Health and Safety Program and WorkSafeBC claims management, as well as recovering costs through the charging of rentals for facilities and a transportation fee.

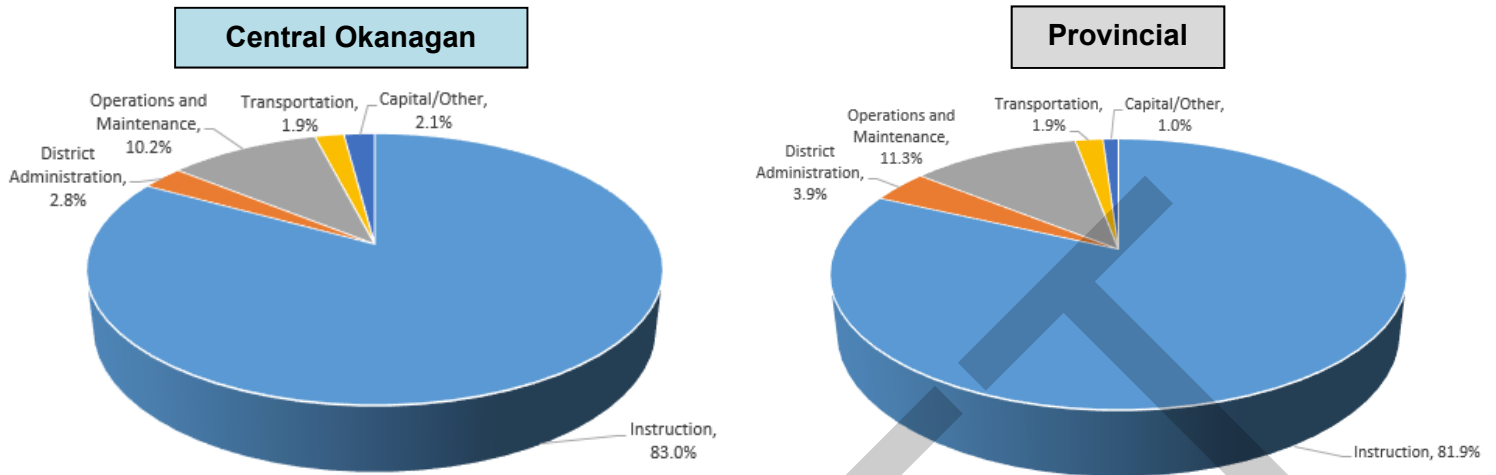
Base Operating Budget Expenses (2019/2020 Budget)

Boards of Education manage and distribute their operating funding allocation based on local spending priorities. In addition, the province provides capital costs and funding for specialty programs through supplemental and special purpose grants.

All allocations are then identified and categorized into six major **program** areas. These include Instruction, District Administration, Operations and Maintenance, Transportation, Local Capital and Capital Fund.

- **Instruction** - includes all allocations to schools as well as District instructional services offered to provide educational opportunities within the District. Instructional programs are categorized as General Instruction, Career Life Programs, Library Services, Counselling, Special Education, English Language Learning, Indigenous Education, School-Based Administration and International programs.
- **District Administration** - includes Educational Administration, Business and Human Resource Services, and Board Operations (Governance).
- **Operations and Maintenance** - relate to the services required to operate and maintain all District facilities.
- **Transportation** - includes the transportation of students to and from school.
- **Local Capital** (included in Capital/Other) - includes the provision of funding to support the Technology Refresh program as well as allocations to maintain and replace capital equipment items such as vehicles, computers, tables, chairs etc.
- **Capital Fund** (included in Capital/Other) - includes amortization of tangible capital assets and any write down of buildings and sites.

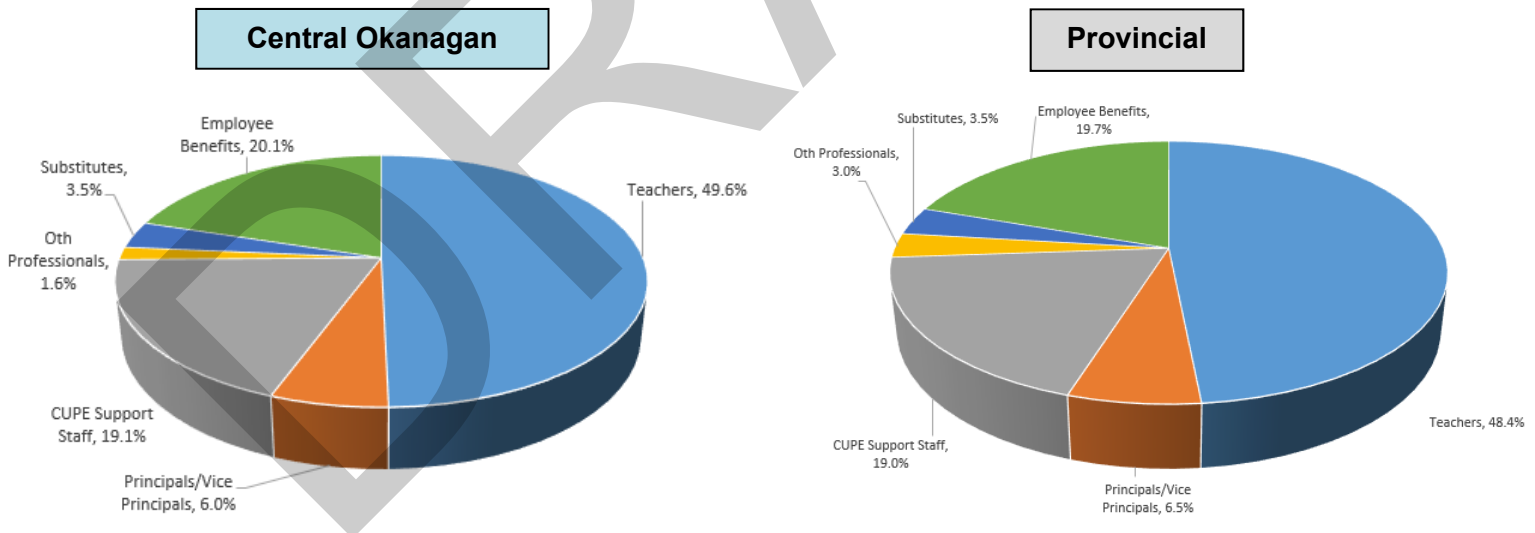
2019/2020 District's Budget by Program Compared to Provincial



When compared to the provincial average, Central Okanagan Public Schools dedicates more to instruction and capital and less to administration and operations. It also dedicates a larger percentage of its budget to capital replacement programs, which fund technology and equipment replacement. Technology replacement is coordinated through the District's Technology Refresh program, which replaces District technology on a four-year cycle.

An alternate representation of the expenses is by **object** including multiple employee groups, employee benefits, services & supplies, capital/other (which includes Local Capital and the Capital Fund).

2019/2020 District's Budget by Object Compared to Provincial



The majority of spending in these categories (88%) is dedicated towards salaries and benefits. Staff salaries are primarily the result of negotiations between the province and the professional associations/unions representing the various employee groups. When compared to the provincial average, the District spends more on teachers, less on principals and vice principals and other professionals and a similar amount on CUPE support staff.

Other Significant Changes

Continue Services

Continued services being supported within this base budget include:

Social Emotional Learning Services Update

One of the most consistent concerns expressed by principals, teachers and support staff continues to be finding solutions to support our most dysregulated students. This budget will continue to try to address support for classrooms where complex students present highly dysregulated, disruptive and sometimes violent behaviors. Some of the additional supports the District has implemented includes:

- i. Assigned a District Principal of Learning Support Services to be responsible for students with dysregulated behaviors.
- ii. Maintain the existing elementary counsellor organization to provide services within a family of schools, allowing for more efficient delivery of service.
- iii. Establish several behavioral CEA positions through the Learning Improvement Fund to support hot spots and provide temporary support until effective planning and supports are in place for students.
- iv. Continue to utilize the Classroom Enhancement fund to lower class sizes, allowing teachers more time with each student.
- v. Continue to support additional resource teachers as well as middle and secondary counsellors so that workloads are similar to 1999, with the intent of improving response time and co-planning support for classroom teachers supporting complex students.
- vi. Continue to support our dysregulated students in classrooms by utilizing CEAs staff and in the 2020/21 school year, add behavioral intervention and/or collaborative support teachers to each elementary school.

The current budget for this the Social Emotional Support teams is \$1,123,743. This is consists of 1 District Principal, 5.5 FTE teaching staff, 8 FTE Behavioral CEA positions as mentioned above and some funding for services and supplies.

To further this goal of providing supports directly in schools, it is clear, that more behavioral intervention/collaborative support teachers are required in our elementary schools. The District's expectation is that Principals, in collaboration with their staff, will design learning supports for students that meet the needs of each student in their unique communities.

Staff recognize that, while the above positions continue to be budgeted for, there has been some difficulty filling them. The District will continue to review this model to ensure it is moving in the right direction.

Collaborative Learning Services Update

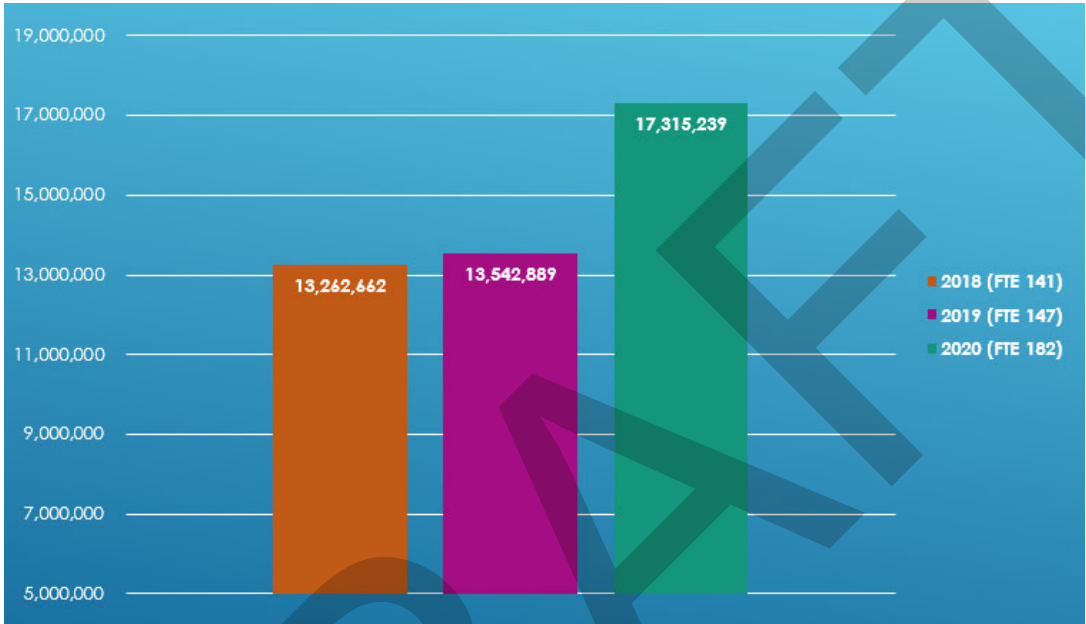
The District continues to prototype a project focusing on Collaborative Learning Support teams in each family of schools to help school teams develop pedagogical and systemic strategies that support students' self-regulation. During the 2019/2020 school year, each of the following 11 elementary schools were provided a .4 FTE classroom support teacher: A.S. Matheson, Bankhead, Chute Lake, George Pringle, Glenrosa, Pearson, Peter Greer, Quigley, Raymer, Springvalley and South Rutland. This classroom support was provided in teams of 2-3 teacher consultants one day a week, in an ongoing, invitational and responsive manner throughout the year.

Classroom Enhancement Fund (CEF) Update

The final piece in the development of the 2020/2021 budget includes the ongoing implementation of the MoA:LoU#17, which resolved the matters arising from the implementation of the Supreme Court of Canada decision from the fall of 2016. This decision restored pre 2001 Teacher Collective Agreement language with respect to class size and composition.

The negotiated Classroom Enhancement Fund was established to implement MoA:LoU#17 and must be used to provide educationally sound classroom organization and to meet the required District non-enrolling ratios as outlined in our District's Teacher Collective Agreement. Costs to the fund will include teacher costs as well as ancillary costs related to professional development and resources.

The Ministry's initial assessment of our District's CEF needs was \$10.3 million. Due to our unique collective agreement language and the needs of the students in our system, senior staff negotiated with the Ministry to increase our 2017/2018 CEF funding to \$13.26 million and the District added 141 enrolling and non-enrolling teacher FTE to the system. The following graph illustrates the District's CEF funding and the enrolling and non-enrolling teacher FTE over the last three years.



2020/2021 School Year CEF

We expect the funding for the 2020/2021 year to be similar however, for budgeting purposes, only 90% (\$15.57 million) can be included in the Preliminary Budget Bylaw. As a result, the District must organize schools as effectively as possible during the 2020/2021 staffing process. This 90% will equate to approximately 164 enrolling and non-enrolling teacher FTE.

II. KEY ASSUMPTIONS FOR THE 2020/2021 SCHOOL YEAR

Inherent in this approach is the assumption that the base from which the budget is built appropriately allocates resources to the schools and departments in order to achieve their goals. The budget is not re-built from a 'zero base' each year as much of the District's costs are fixed and educational programs are complex and affect multiple schools and/or departments. An analysis of this magnitude would be unlikely to highlight potential reductions that are not already obvious. The budget development process also requires an extremely tight timeline as Ministry funding announcements are made approximately six weeks prior to the District's deadline for establishing staffing levels.

Currently we are in the midst of an unprecedented pandemic and the subsequent planned responses. The Minister has set priorities for the Education Sector during the pandemic. The Ministry of Education and all education partners are working together to strategize how we can provide the services necessary to support our students and communities in this incredible time of need.

To guide those conversations, the Minister has put forward these four guiding principles, which we will collectively use to inform our decisions through this time:

1. Maintain a healthy and safe environment for all students and families and all employees.
2. Provide services to support children of essential workers.
3. Support vulnerable students who may need special assistance.
4. Provide continuity of educational opportunities for all students.

The costs associated with providing these services are yet unknown. Currently there has no plans to change funding announcements for the upcoming year however, the pandemic is resulting in a recession and circumstances to funding rates and enrolment projection may change.

For example, the District is anticipating a decrease of 100 international students attending our International program next year due to the COVID-19 pandemic. As well, we have conservatively projected our student enrolment growth.

Rather than completing a 'line-by-line' budget analysis each year, the District performs a number of processes on an ongoing basis to ensure that the base allocations are appropriate. These include:

- Reviewing achievement relative to the goals.
- Reviewing historical spending in the allocated budget areas to ensure budgets are adequate but not excessive.
- Providing schools with greater decision-making over the use of discretionary funds through collaborative and guided discussions. Schools, in turn, promote accountability and efficiency by setting clear goals and aligning them with District goals, as well as gathering data on student learning to support decisions regarding instructional staffing levels as well as resource allocation.
- Comparing spending to comparative sized districts as well as to provincial averages.
- Completing program reviews on a cyclical basis to ensure programs, structures and strategies continue to meet the needs of the District.

Required Operational Adjustments in 2020/2021 will include:

- Anticipated salary adjustments for principals, vice-principals and exempt management staff.
- Anticipated benefit adjustments including WCB, extended health and dental premiums.
- Adjustments for increased portable needs;
- Adjustments for surplus carryforwards available from the previous year.
- Utility rate increases.

Additional adjustments are made for anticipated enrolment increases affecting staffing, service and supply allocations and any adjustments required to support these students with unique needs.

Enrolment Assumptions Include:

- An increase in BC resident FTE of 270 to 22,943 FTE, however this enrolment increase may trend to as high as 350 FTE. The District has built the 2020/2021 budget conservatively with an enrolment increase of 270 student FTE;
- In light of the COVID-19 pandemic, a 100 FTE reduction in International Education FTE from 400 to 300 FTE ;
- An increase in Special Education students (both Ministry and Districted funded);
- An increase in English Language Learners including newcomer refugee families;
- Expected increases in teaching staff and resources because of enrolment increases;
- Expected net portable need increase to address enrolment increase and capacity restraints.

A summary of the 2020/2021 Estimated Operating Grants incorporating these increases and Ministry per pupil adjustments is included in "**Appendix B**".

An overview of the projected 2020/2021 budget follows, classifying expenses by object. This outlines the base 2019/2020 Amended Bylaw Budget, removal of carryforward balances, adjustments for growth and other required changes and new requests for the 2020/2021 year. Funding adjustments made to the Operating Grant are sufficient to cover the negotiated CUPE costs, as well, costs due to increasing enrolments. Costs incurred that are not funded through the grant include additional portable costs, principal/vice-principals and exempt management salary increases and extended health and dental premium costs increases plus WCB rate increases. These unfunded costs are covered through enrolment growth and reductions available in other budget areas due to efficiencies or cost reduction. Once all costs are covered, an overall budget surplus of \$2,560,762 remains. This surplus is available for new "ask" requests, which are detailed in **"Appendix A."**

REVENUE	Amended Bylaw 2019/2020	Remove 30-Jun- 19 Surplus CFwd	Net Amended Bylaw 2019/2020	Growth & Required Changes	2020/21 Projected Preliminary	New "ASK" Requests	2020/21 Preliminary
OPERATING GRANTS							
- Operating Grants	214,457,541		214,457,541	7,779,522	222,237,063		222,237,063
- Other Ministry Grants	4,570,745		4,570,745	(1,773,496)	2,797,249		2,797,249
- International Education	5,800,000		5,800,000	(1,450,000)	4,350,000		4,350,000
- Other Revenue	4,334,493		4,334,493	205,000	4,539,493		4,539,493
OPERATING SURPLUS CARRY FORWARD	4,023,494	(1,739,737)	2,283,757	910,662	3,194,419		3,194,419
SPECIAL PURPOSE GRANTS							
- Special Purpose Grants	20,962,092		20,962,092	(1,807,224)	19,154,868		19,154,868
- Other Revenue	7,800,000		7,800,000		7,800,000		7,800,000
SPECIAL PURPOSE CARRY FORWARD	542,559		542,559	(457,559)	85,000		85,000
CAPITAL GRANTS	13,195,051		13,195,051	0	13,195,051		13,195,051
Total Revenue	\$ 275,685,975	\$ (1,739,737)	\$ 273,946,238	\$ 3,406,905	\$ 277,353,143	\$ -	\$ 277,353,143
EXPENSES							
STAFFING & BENEFITS							
- Teachers	115,539,889	(343,112)	115,196,777	(1,374,990)	113,821,787	1,438,506	115,260,293
- Principals and Vice Principals	12,377,201		12,377,201	124,195	12,501,396		12,501,396
- Educational Assistants	18,302,717		18,302,717	599,508	18,902,225		18,902,225
- Support Staff	21,879,924		21,879,924	507,609	22,387,533	167,690	22,555,223
- Other Professionals	3,362,438		3,362,438	197,584	3,560,022		3,560,022
- Substitutes	7,561,464		7,561,464	341,030	7,902,494	47,400	7,949,894
- Employee Benefits	44,921,783	(82,345)	44,839,438	(305,969)	44,533,469	407,241	44,940,710
SERVICES & SUPPLIES	32,535,248	(1,314,280)	31,220,968	1,201,171	32,422,139	499,925	32,922,064
CAPITAL	13,195,051		13,195,051	0	13,195,051		13,195,051
OTHER CAPITAL	6,010,260		6,010,260	(443,996)	5,566,264		5,566,264
Total Expenses	\$ 275,685,975	\$ (1,739,737)	\$ 273,946,238	\$ 846,142	\$ 274,792,381	\$ 2,560,762	\$ 277,353,142
Net Budget Including New "ASK" Requests	\$ (0)	\$ -	\$ (0)	\$ 2,560,762	\$ 2,560,762	\$ (2,560,762)	\$ 0
Staffing							
Teachers	1,436.003	(4.300)	1,431.703	(7.322)	1,424.381	18.000	1,442.381
Principals and Vice Principals	99.600		99.600		99.600		99.600
Other Professionals	39.500		39.500	1.000	40.500		40.500
Support Staff (CUPE)	964.983		964.983	1.429	966.411	3.000	969.411
Total	2,540.085	(4.300)	2,535.785	(4.893)	2,530.892	21.000	2,551.892

III. BUDGET REQUESTS FOR THE 2020/2021 SCHOOL YEAR

The following outlines the specific details of the additional budget requests that were made, along with a recommendation from the Superintendent of Schools/CEO. Requests have been categorized by the associated employee group.

Central Okanagan Teachers' Association (COTA)

With the projected growth in the 2020/2021 school year, the District anticipates adding the following teacher FTE to the 2020/2021 budget. The low column includes a 270 FTE student enrolment growth while the high column includes a 350 FTE student enrolment growth.

Description	Low	High
Enrolment Growth	10.8000	14.0000
Growth & Required Change	10.8000	14.0000

Current Budget (2019/20) - \$135,225,376 (COTA wages & benefit costs only)

Growth & Required Changes - \$1,249,871 (10.8 FTE, wages, benefits & resources).

1. COTA Budget Request #1

The District received a request from the COTA to maintain the existing professional development budget as outlined below.

Description	2020-21	2019-20	Change
Inquiry Project	45,000	45,000	0
TTOC Fund	7,500	7,500	0
LSA Fund	25,000	25,000	0
Social Justice Grant	15,000	15,000	0
	\$92,500	\$92,500	\$0

Rationale

The District continues to support expanded professional development opportunities that are coordinated through COTA.

Recommendation

Strategic Direction – Leadership Development

Current Budget (2019/20) - \$92,500 (Resources)

Recommended Change - None

2. COTA/COPVPA Joint Budget Request #2

Although not a formal request, the District has heard from both the COTA and COPVPA executives about the additional support required in our elementary schools for behavioral intervention and collaborative support that meets the needs of each student.

Description	2020-21 FTE	Per FTE	Change
Elementary Support Teach	14.0000	100,076	1,398,489
Training (TOC Release)			22,400
	14.0000		\$1,420,889

Rationale

Because of these conversations and per discussions with our school administrators, the need in our more vulnerable schools is increasing and requires additional teaching staff be hired.

Response

Per the table above, an additional 14.0 FTE behavioral intervention and/or collaborative support teaching staff plus some training time will be added to the 2020/2021 budget.

Strategic Direction – Leading Learners

Current Budget (2019/20) - \$135,225,376 (COTA wages & benefit costs only)

Recommended Increase – 14.0 FTE District wages, benefit & training costs \$1,420,889

Canadian Union of Public Employees Local 3523 (CUPE)

With the opening of Canyon Falls Middle School in September 2019, the projected growth in the 2020/2021 school year and taking into consideration the CUPE request below, the District anticipates adding the following CUPE FTE to the 2020/2021 budget:

Description	2020-21 FTE	2019-20 FTE
Clerical Staff	0.0000	3.0000
Other Operations	0.0000	1.0000
Custodial	0.0000	2.0000
Grounds	0.0000	1.0000
Noon Hr Supervisors (4 people, .5 annual FTE)	0.0000	0.5000
Growth & Required Changes	0.0000	7.5000
<u>New "Ask" Request</u>		
Other Operations	1.0000	0.0000
Grounds	2.0000	0.0000
Purchasing (Driver)	0.0000	1.0000
	3.0000	8.5000

3. CUPE Staffing Budget Request

The District received a request from the CUPE to hire more trades and grounds staff.

Rationale

The projected student growth in the 2020/2021 school year, the addition of several new school sites, an increase in portable needs and the regularly scheduled renovations, requires additional CUPE staff be hired.

Response

Per the table above, an additional 3.0 FTE CUPE staff will be added to the 2020/2021 budget.

Strategic Direction – Sustainability

Current Budget (2019/20) - \$48,105,632 (CUPE wages & benefit costs only)

Recommended Increase – 3.0 FTE District wages & benefit costs \$214,644

Central Okanagan Principal/Vice-Principal Association (COPVPA)

With the complexity of our classrooms evolving, the need to support dysregulated students, as well as, our more vulnerable students has increased.

Description	2020-21
Secondary	234,925
Elementary	175,000
	<u>\$409,925</u>

4. COPVPA Budget Request

The District received a request from COPVPA for additional assistance to support students with their mental health and well-being.

Rationale

For the last few years, the overall student enrolment in our District has continued to grow. As a result, we have seen an increase in our more vulnerable student population. If this request were supported, this centralized process could focus on the needs of many of our more vulnerable students.

Response

Per the table above, an additional \$409,925 for mental health, support will be added to the 2020/2021 budget.

Strategic Direction – Leading Learners

Current Budget (2019/20) - \$808,225 (Mental health costs, Operating only)

Recommended Increase – Additional support in schools \$409,925

District Senior Staff

District special needs enrolment has been consistently increasing for several years. Because of this sustained growth, management is requesting an increase in secondary resource teacher positions.

5. District Senior Staff Budget Request #1

The District received a request from COSBO to include an additional 3.0 FTE resource teachers (RT) at the secondary level to the budget.

Rationale

Over the last few years, the special need total student population has increased by approximately 28%. This request would address the caseload of our resource teachers to ensure they remain reasonable.

Response

An addition of 3.0 FTE resource teaching staff will be added to the 2020/2021 budget.

Strategic Direction – Leading Learners

Current Budget (2019/20) - \$8,266,530 (COTA RT wages & benefit costs only)

Recommended Increase – 3.0 FTE District wages & benefit costs \$300,228

6. District Senior Staff Budget Request #2

The District received a request from COSBO to fund a multi-year numeracy and mathematics strategy that includes District numeracy teacher support for classroom teachers K – 12.

Rationale

The Enhancing Numeracy & Mathematics K - 12 project is a multi-year strategic initiative that includes the following goals:

- Understand and assess the current learning and teaching environment K – 12 with respect to numeracy and mathematics;
- Enhance and deepen pedagogies in numeracy and mathematics;
- Enhance student learning and achievement in numeracy and mathematics K -12.

Response

An addition of 1.0 FTE numeracy teacher plus additional resources will be added to the 2020/2021 budget.

Strategic Direction – Leading Learners

Current Budget (2019/20) - \$70,000 (Resources only)

Recommended Increase – 1.0 FTE District wages & benefit plus resources \$140,076

7. District Senior Staff Budget Request #3

The District received a request from COSBO to add some TOC release time to the budget to provide Equity in Action in service to school teams.

Rationale

With the February 20, 2020, signing of the Equity in Action Agreement, The first year of implementing the five-year agreement begins in September 2020. As this agreement includes shared responsibilities with school communities, plans are currently underway to support schools with their focus on equity. District funding will provide in-service training and resources to support shifts in indigenizing learning environments and the pedagogical core.

Response

Resources in the amount of \$25,000 will be added to the 2020/2021 budget.

Strategic Direction – Leading Learners

Current Budget (2019/20) - None

Recommended Increase – TOC release only

\$25,000

8. District Senior Staff Budget Request #4

The District received a request from COSBO to assist with the current early learning services budget, in particular, the District's Strong Start and Ready Set Learn programs. Both of these early learning programs are funded with targeted funds, which have not had an increase in several years. With the increase in wages, benefits and resource costs, it is challenging to support these early learning programs without some additional Operating funds.

Rationale

Given the targeted funds have remained constant and the District is commitment to supporting the above early learning programs, additional resource funding will be added to the 2020/2021 budget.

Response

Resources in the amount of \$50,000 will be added to the 2020/2021 budget.

Strategic Direction – Community & Partnership Engagement/Leading Learners

Current Budget (2019/20) - \$376,950 (wages, benefits & resources)

Recommended Increase – Resources only

\$50,000

Total Net "ASK" Included in 2020/2021 Budget

\$ 2,560,762

APPENDIX A

2020/2021 Budget Summary Recommendations

Total 2020/2021 Net Budget Position **\$ 2,560,762**

Recommended Budget Adjustments

Early Learning Support	50,000	
Elementary Behavioural Intervention/Collaborative Support	1,420,889	
Equity in Action Inservice Costs	25,000	
Grounds and Trades Staff	214,644	
Mental Health Support	409,925	
Numeracy Teacher + Resources	140,076	
Secondary Resource Teachers	300,228	2,560,762

2020/2021 Net Budget **\$ 0**

APPENDIX B

2020/2021 Ministry of Education Operating Grant Summary

Estimated Operating Grants - 2020/21 School Year

School District 23 Central Okanagan

September 2020 Enrolment Count

	School-Age Enrolment	Funding Level	Funding	Total Supplement
Standard (Regular) Schools	22,942.0000	\$7,560	\$173,441,520	
Continuing Education	0.5000	\$7,560	\$3,780	
Alternate Schools	261.5000	\$7,560	\$1,976,940	
Distributed Learning	122.1875	\$6,100	\$745,344	
Home Schooling	14	\$250	\$3,500	
Course Challenges	10	\$236	\$2,360	
Total Enrolment-Based Funding (September)	23,326.1875			\$176,173,444

	Total Enrol. Change	Funding Level	Funding	Total Supplement
1% to 4% Enrolment Decline	270.0000	\$3,780	\$0	
4%+ Enrolment Decline		\$5,670	\$0	
Significant Cumulative Decline (7%+)	984.6875	\$3,780	\$0	
Supplement for Enrolment Decline				\$0

	Enrolment	Funding Level	Funding	Total Supplement
Level 1 Special Needs	15	\$43,000	\$645,000	
Level 2 Special Needs	1,097	\$20,400	\$22,378,800	
Level 3 Special Needs	317	\$10,300	\$3,265,100	
English Language Learning	831	\$1,520	\$1,263,120	
Indigenous Education	2,900	\$1,500	\$4,350,000	
Adult Education	6.2500	\$4,823	\$30,144	
Equity of Opportunity Supplement				\$858,406

Supplement for Unique Student Needs **\$32,790,570**

Variance from Provincial Average	\$250	
Estimated Number of Educators	1,296.247	\$324,062

	Enrolment	Funding Level	Funding	Total Supplement
FTE Distribution	23,332.4375	\$180.33	\$4,207,538	
Supplement for Salary Differential				\$4,531,600

Supplement for Unique Geographic Factors **\$6,674,959**
Funding Protection **\$0**
Supplement for the Education Plan **\$207,506**

September 2020 Enrolment Count, Total **\$220,378,079**

July 2020 Enrolment Count

	Enrolment	Funding Level	Funding	Total Supplement
Summer Learning Grade 1-7	0	\$215	\$0	
Summer Learning Grade 8-9	0	\$215	\$0	
Summer Learning Grade 10-12	0	\$430	\$0	
Supplemental Summer Learning Funding			\$0	
Cross-Enrolment, Grade 8 and 9	0	\$0	\$0	
Summer Learning, Total				\$0

February 2021 Enrolment Count

	Enrolment	Funding Level	Funding	Total Supplement
School-Age FTE - Continuing Education	10.0000	\$7,560	\$75,600	
Adult FTE - Continuing Education	2.0000	\$4,823	\$9,646	
K-Gr 9 School-Age FTE - Distributed Learning	7.0000	\$3,050	\$21,350	
Gr 10-12 School-Age FTE - Distributed Learning	190.0000	\$6,100	\$1,159,000	
Adult FTE - Distributed Learning	130.0000	\$4,823	\$626,990	
Level 1 Special Needs Enrolment Growth	0	\$21,500	\$0	
Level 2 Special Needs Enrolment Growth	30	\$10,200	\$306,000	
Level 3 Special Needs Enrolment Growth	10	\$5,150	\$51,500	
Newcomer Refugees	5.0000	\$3,780	\$18,900	
ELL Supplement - Newcomer Refugees	4	\$760	\$3,040	
February 2021 Enrolment Count, Total				\$2,272,026

May 2021 Enrolment Count

	Enrolment	Funding Level	Funding	Total Supplement
School-Age FTE - Continuing Education	8.0000	\$7,560	\$60,480	
Adult FTE - Continuing Education	1.0000	\$4,823	\$4,823	
K-Gr 9 School-Age FTE - Distributed Learning	1.0000	\$2,033	\$2,033	
Gr 10-12 School-Age FTE - Distributed Learning	100.0000	\$6,100	\$610,000	
Adult FTE - Distributed Learning	5.0000	\$4,823	\$24,115	
May 2021 Enrolment Count, Total				\$701,451

2020/21 Full-Year Estimated Total

2020/21 Full-Year Estimated Total	\$223,351,556
Estimated 2020/21 Operating Grant from Indigenous Services Canada	\$1,114,493
Estimated 2020/21 Operating Grant from Ministry of Education	\$222,237,063

APPENDIX C

Additional Options for Balancing the 2020/2021 Budget District & School Based

The aforementioned adjustments are, in the Superintendent's opinion, the best options for achieving a balanced budget in the 2020/2021 school year. The Board may consider other areas for adjustment in lieu of the above budget requests. Other District allocations for consideration are listed below.

	STAFFING (FTE)					WAGES & BENEFIT COST	TTCC	LEADERSHIP	TRAINING & TRAVEL	RESOURCES	TOTAL BUDGET
	PVP	OTHER PROF	TEACH	CUPE	TOTAL						
District Based											
Admin Council	6.00	8.00			14.00	2,796,173			126,006	326,000	3,248,179
Business Administration		2.00		10.75	12.75	892,195			4,600	747,500	1,644,295
Career Life Programs			1.00	1.46	2.46	196,705	7,000			71,500	275,205
Collaborative Learning Services			2.00		2.00	200,152				10,000	210,152
COTA Pro-D Support								92,500			92,500
Curriculum Resource Centre/TLC				6.00	6.00	320,023				69,161	389,184
Dual Credit Programs			2.30	1.00	3.30	293,726	10,000			500,500	804,226
Early Learning Program			0.50		0.50	50,038				25,912	75,950
Educational Admin		2.00		2.40	4.40	318,681	127,000	288,000	600	92,304	826,585
Extra-Curricular Support									100,000		100,000
Family Life Program			3.00		3.00	300,228				7,000	307,228
Governance (Outside of District)									10,500		10,500
Governance - COPAC Grant										7,500	7,500
Graduation Support			0.43		0.43	42,883				15,000	57,883
Health Promoting Schools			1.70		1.70	170,129				20,500	190,629
Human Resources Administration	1.00	7.00		5.00	13.00	1,270,285		50,000	24,000	370,500	1,714,785
Instructional Leadership Team	1.00		5.00		6.00	660,759	260,395	50,000		80,000	1,051,154
Literacy Support			1.00		1.00	100,076				70,000	170,076
Local Capital - Equipment										175,000	175,000
Museum/Art Gallery Grants										10,000	10,000
Numeracy Support										70,000	70,000
Operations		7.00		191.70	198.70	13,700,460			126,000	8,296,700	22,123,160
Social Emotion Learning Services	1.00		5.50	8.00	14.50	1,073,743	30,000			20,000	1,123,743
Special Education			37.10	139.78	176.88	4,949,984	450,000		10,000	768,740	6,178,724
Technology Refresh Program										2,193,413	2,193,413
Technology Support Staffing	1.00	1.00		22.71	24.71	2,036,813				1,222,000	3,258,813
Transportation		2.00		52.12	54.12	3,731,461			20,000	824,500	4,575,961
Web/Link Support								30,000			30,000
Subtotal	10.00	29.00	59.53	440.92	539.45	33,104,514	884,395	510,500	421,706	15,993,730	50,914,845
School Based											
Staffing & Resources	85.00		94.44	572.67	752.11	49,682,121	726,100		315,573	7,796,916	58,520,710
Department Head Stipend					0.00	260,695					260,695
Subtotal	85.00	0.00	94.44	572.67	752.11	49,942,816	726,100	0	315,573	7,796,916	58,781,405
Total	95.00	29.00	153.97	1,013.59	1,291.56	83,047,330	1,610,495	510,500	737,279	23,790,646	109,696,250

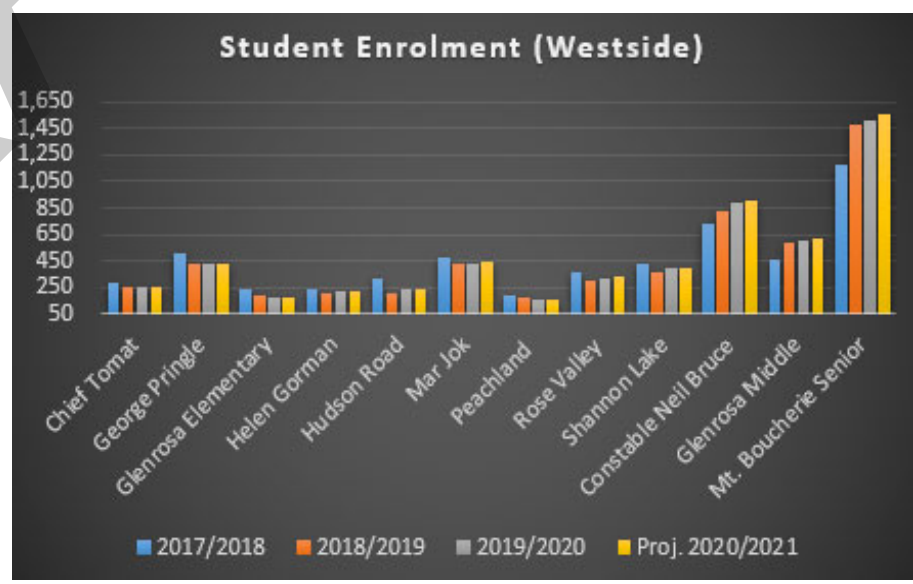
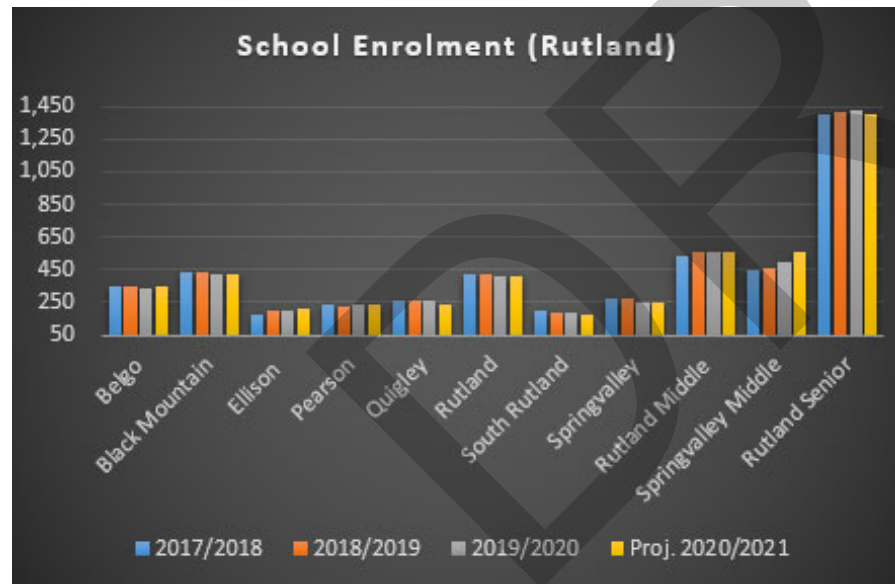
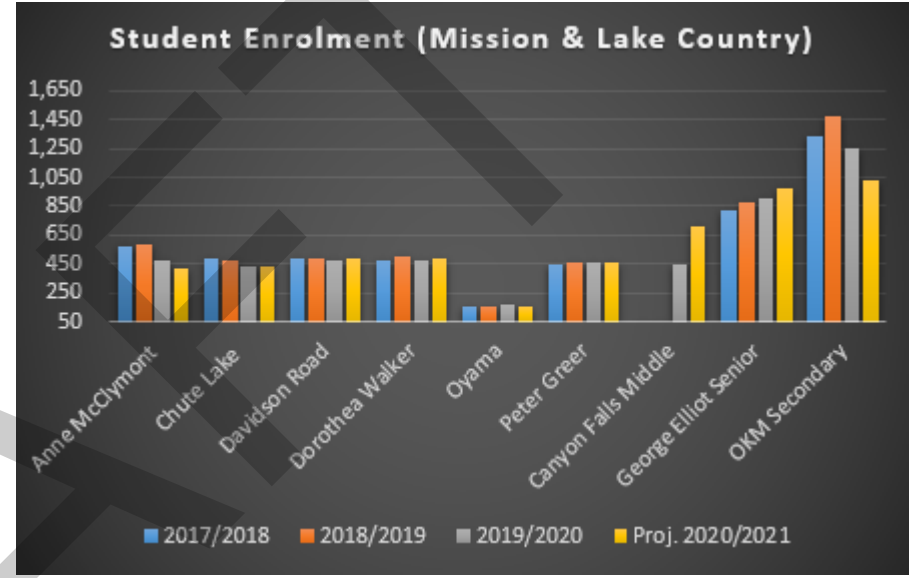
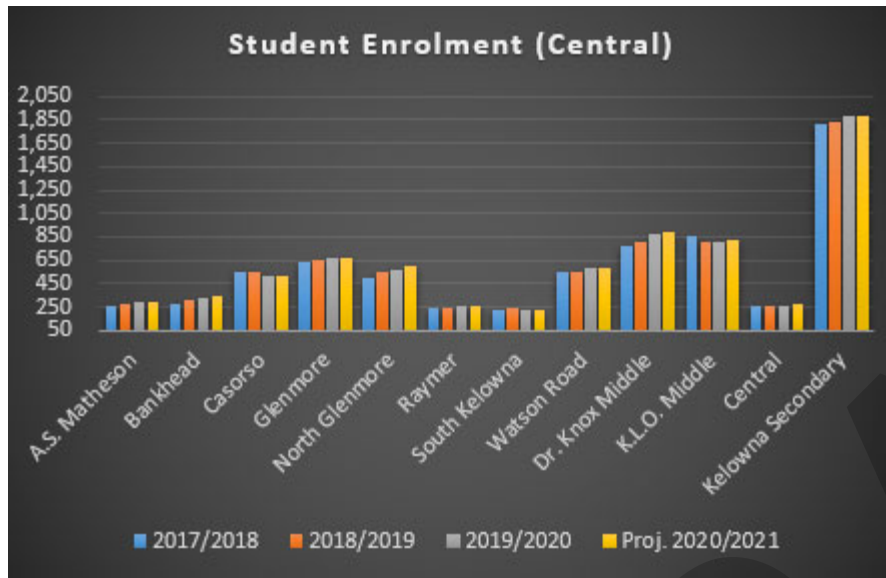
APPENDIX C Continued

Additional Options for Balancing the 2020/2021 Budget School Based Only

	SCHOOL BASED STAFF FTE						SCHOOL BASED COSTING										
	PVP	RESOURCE TEACH	BIT TEACH	ELEM COUNSEL	MID/HIGH COUNSEL	CUPE	TOTAL FTE	PVP	RESOURCE TEACH	BIT TEACH	ELEM COUNSEL	MID/HIGH COUNSEL	CUPE	TTOC	TRAINING	RESOURCES	TOTAL BUDGET
School Based																	
A.S. Matheson	2.00	1.20	0.00	0.50	0.00	11.06	14.76	293,760	120,091	0	50,038	0	538,069	18,000	7,000	127,589	1,154,547
Anne McClymont	2.00	0.50	0.00	0.50	0.00	9.24	12.24	293,760	50,038	0	50,038	0	445,543	7,500	5,000	111,958	963,838
Bankhead	1.00	0.75	0.00	0.50	0.00	10.37	12.62	146,880	75,037	0	50,038	0	504,916	9,000	2,000	117,894	905,785
Belgo	1.00	0.00	0.00	1.00	0.00	5.76	7.76	146,880	0	0	100,076	0	281,422	22,600	3,000	116,588	670,567
Black Mountain	2.00	0.90	0.00	0.50	0.00	9.26	12.66	293,760	90,068	0	50,038	0	450,508	12,000	10,000	122,694	1,029,068
Canyon Falls	2.00	0.50	1.00	0.00	1.00	11.36	15.86	293,760	50,038	100,076	0	100,076	553,158	15,000	10,000	214,680	1,336,788
Casorso	2.00	0.20	0.00	0.50	0.00	8.39	11.09	293,760	20,015	0	50,038	0	407,772	17,000	1,500	181,584	971,669
Central	2.00	0.00	0.80	0.00	3.00	7.85	13.65	293,760	0	80,061	0	300,228	395,773	25,000	10,000	257,335	1,362,157
Chief Tomat	1.00	0.50	0.00	0.50	0.00	7.18	9.18	146,880	50,038	0	50,038	0	351,449	10,000	2,000	97,070	707,475
Chute Lake	2.00	0.45	0.00	0.50	0.00	8.02	10.97	293,760	45,034	0	50,038	0	388,284	15,000	11,000	120,447	923,564
Constable Neil Bruce	3.00	2.40	1.00	0.00	1.00	22.84	30.24	440,640	240,182	100,076	0	100,076	1,101,565	20,000	5,000	286,767	2,294,306
Davidson Road	2.00	1.00	0.00	0.33	0.00	8.56	11.89	293,760	100,076	0	33,025	0	416,595	25,000	11,000	128,122	1,007,579
Dorothea Walker	2.00	0.20	0.00	0.50	0.00	6.66	9.36	293,760	20,015	0	50,038	0	321,862	25,000	7,500	153,512	871,687
Dr. Knox	3.00	1.50	1.00	0.00	1.14	16.90	23.54	440,640	150,114	100,076	0	114,377	817,503	35,000	12,000	280,139	1,949,850
Elison	1.00	0.50	0.00	0.40	0.00	5.56	7.46	146,880	50,038	0	40,030	0	270,962	10,000	6,000	77,585	601,495
George Elliot	3.00	1.50	1.57	0.00	1.43	26.14	33.64	440,640	150,114	157,269	0	142,969	1,257,498	15,000	15,000	316,736	2,495,226
George Pringle	2.00	0.50	0.00	0.50	0.00	12.42	15.42	293,760	50,038	0	50,038	0	606,404	15,000	2,000	146,262	1,163,502
Glenmore	2.00	1.25	0.00	0.50	0.00	11.33	15.08	293,760	125,095	0	50,038	0	546,755	20,000	5,000	229,897	1,270,545
Glenrosa	1.00	0.50	0.00	0.50	0.00	5.44	7.44	146,880	50,038	0	50,038	0	266,073	10,000	2,000	69,694	594,723
Glenrosa Middle	2.00	1.50	1.00	0.00	1.00	16.82	22.32	293,760	150,114	100,076	0	100,076	815,121	35,000	2,000	193,279	1,689,426
Helen Gorman	1.00	0.50	0.00	0.50	0.00	7.87	9.87	146,880	50,038	0	50,038	0	383,963	10,000	1,000	83,672	725,590
Hudson Road	1.00	0.50	0.00	0.50	0.00	8.83	10.83	146,880	50,038	0	50,038	0	430,639	16,000	1,000	88,123	782,719
Kelowna Senior	4.00	2.40	1.86	0.00	2.57	34.42	45.25	587,520	240,182	185,861	0	257,335	1,659,158	30,000	29,633	614,295	3,623,985
KLO	3.00	1.90	1.00	0.00	1.29	17.01	24.20	440,640	190,144	100,076	0	128,668	818,535	18,000	18,640	269,472	1,984,175
Mar Jok	2.00	0.50	0.00	0.50	0.00	8.10	10.90	293,760	30,023	0	50,038	0	392,607	25,000	7,500	118,951	917,879
Mount Boucherie	4.00	2.00	1.00	0.00	2.00	37.78	46.78	587,520	200,152	100,076	0	200,152	1,817,466	20,000	18,000	516,797	3,460,163
North Glenmore	2.00	1.25	0.00	0.50	0.00	15.92	19.67	293,760	125,095	0	50,038	0	768,221	8,000	5,000	189,246	1,439,360
Okanagan Mission	4.00	1.60	1.00	0.00	2.28	25.26	34.15	587,520	160,122	100,076	0	228,714	1,211,936	15,000	20,000	355,917	2,679,285
Oyama Traditional	1.00	0.50	0.00	0.33	0.00	3.81	5.64	146,880	50,038	0	33,025	0	188,044	10,000	7,000	55,098	490,085
Peschland	1.00	0.30	0.00	0.50	0.00	5.04	6.84	146,880	30,023	0	50,038	0	247,045	12,000	1,000	60,807	547,793
Pearson Road	1.00	0.60	0.00	0.50	0.00	9.96	12.06	146,880	60,046	0	50,038	0	483,382	3,000	6,000	103,026	852,371
Peter Greer	2.00	0.50	0.00	0.34	0.00	15.56	18.40	293,760	50,038	0	34,026	0	754,761	14,000	2,000	155,541	1,304,126
Quigley	1.00	2.00	0.00	0.50	0.00	11.35	14.85	146,880	200,152	0	50,038	0	553,461	21,000	3,000	84,723	1,059,254
Raymer	1.00	1.45	0.00	0.50	0.00	9.33	12.28	146,880	145,110	0	50,038	0	453,942	10,000	10,000	102,146	918,116
Rose Valley	1.00	0.50	0.00	0.50	0.00	7.66	9.66	146,880	50,038	0	50,038	0	372,249	20,000	9,000	89,522	737,728
Rutland	2.00	0.50	0.00	0.60	0.00	7.85	10.95	293,760	50,038	0	60,046	0	382,983	12,000	5,200	127,364	931,391
Rutland Middle	2.00	2.90	1.00	0.00	1.00	18.70	25.60	293,760	290,220	100,076	0	100,076	905,718	20,000	10,000	170,399	1,890,249
Rutland Senior	4.00	1.80	1.00	0.00	2.10	36.70	45.60	587,520	180,137	100,076	0	210,160	1,770,855	7,000	6,000	525,922	3,387,669
Shannon Lake	2.00	0.50	0.00	0.50	0.00	8.78	11.78	293,760	50,038	0	50,038	0	428,185	10,000	3,500	123,702	959,223
South Kelowna	1.00	1.00	0.00	0.50	0.00	6.76	9.26	146,880	100,076	0	50,038	0	328,027	13,000	2,500	78,440	718,961
South Rutland	1.00	0.50	0.00	0.50	0.00	14.51	16.51	146,880	50,038	0	50,038	0	703,812	8,000	0	80,261	1,039,029
Springvalley Elem	2.00	0.80	0.00	0.50	0.00	10.13	13.43	293,760	80,061	0	50,038	0	495,781	7,000	2,000	106,452	1,035,093
Springvalley Middle	2.00	3.00	1.00	0.00	1.00	20.82	27.82	293,760	300,228	100,076	0	100,076	1,005,130	11,000	13,000	176,454	1,999,723
Watson Road	2.00	0.75	0.00	0.50	0.00	9.37	12.62	293,760	75,057	0	50,038	0	452,740	25,000	5,600	170,752	1,072,947
Total	85.00	43.90	14.23	15.50	20.81	572.67	752.11	12,484,800	4,393,336	1,423,951	1,551,178	2,082,982	27,745,873	726,100	315,573	7,796,916	58,520,710

APPENDIX D

Student Enrolment Levels by Family of Schools



APPENDIX D (Continued)
Student Enrolment Levels by Family of Schools

School	2017/2018	2018/2019	2019/2020	Proj. 2020/2021
Anne McClymont	573	589	472	416
Chute Lake	492	482	433	428
Davidson Road	487	493	480	483
Dorothea Walker	482	510	469	487
Oyama	162	158	173	162
Peter Greer	448	465	464	459
Canyon Falls Middle	0	0	453	705
George Elliot Senior	815	875	899	970
OKM Secondary	1,332	1,473	1,250	1,025
Mission & Lake Country	4,218	4,456	4,621	4,719

School	2017/2018	2018/2019	2019/2020	Proj. 2020/2021
A.S. Matheson	261	270	290	295
Bankhead	277	314	337	344
Casorso	559	557	525	521
Glenmore	643	652	672	663
North Glenmore	493	555	570	594
Raymer	242	246	258	264
South Kelowna	224	243	232	225
Watson Road	554	555	579	593
Dr. Knox Middle	781	807	871	896
K.L.O. Middle	850	815	814	821
Central	261	255	262	279
Kelowna Secondary	1,815	1,836	1,880	1,878
Central Family	6,960	7,105	7,289	7,373

School	2017/2018	2018/2019	2019/2020	Proj. 2020/2021
Chief Tomat	294	262	257	255
George Pringle	502	435	428	423
Glenrosa Elementary	245	196	178	176
Helen Gorman	244	213	225	228
Hudson Road	311	213	235	242
Mar Jok	479	437	437	449
Peachland	196	172	159	153
Rose Valley	367	304	324	333
Shannon Lake	429	361	390	393
Constable Neil Bruce	739	832	888	903
Glenrosa Middle	464	592	603	626
Mt. Boucherie Senior	1,181	1,483	1,503	1,550
Westside Family	5,451	5,500	5,627	5,731

School	2017/2018	2018/2019	2019/2020	Proj. 2020/2021
Belgo	347	345	335	347
Black Mountain	436	438	428	426
Ellison	181	195	200	210
Pearson	238	220	233	239
Quigley	262	257	260	237
Rutland	429	421	410	406
South Rutland	199	183	184	179
Springvalley	279	272	255	253
Rutland Middle	533	558	563	556
Springvalley Middle	449	462	499	561
Rutland Senior	1,400	1,416	1,426	1,402
Rutland Family	4,753	4,767	4,793	4,816

APPENDIX E

Do you have any other comments or questions you would like answered regarding the Budget Development for 2020/2021?

Lined area for comments or questions.