

Public Notice – Resources Committee Online Public Meeting


A public meeting of the Resources Committee for School District 62 (Sooke) **will be held on February 9, 2021 at 6:00 pm.**

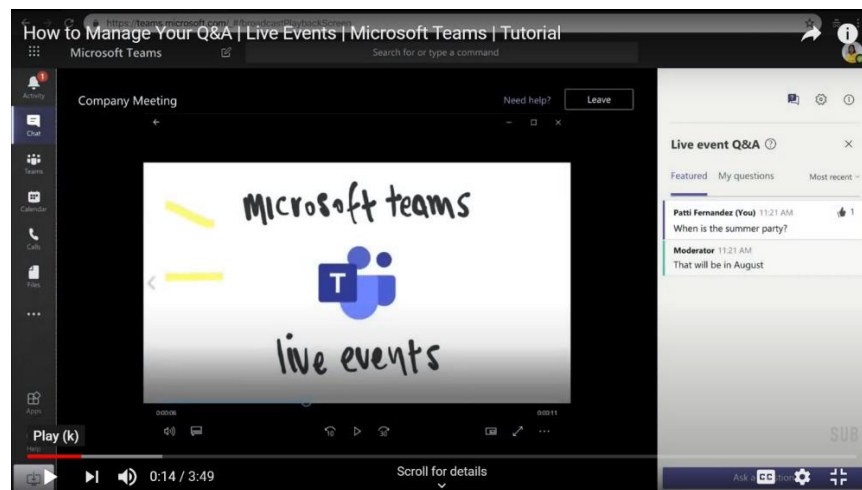
Requirements that limit the size of public gatherings due to the COVID-19 pandemic mean this meeting will proceed differently than they have in the past. The meeting will be conducted online via MS teams. We encourage members of the public to join the LIVE Event.

To participate in the meeting please click on this link:
<https://jump.sd62.bc.ca/ResourcesCommitteeMeeting-Feb9>

To guide you, the following is information on how to join a live event in MS Teams.

<https://support.office.com/en-us/article/attend-a-live-event-in-teams-a1c7b989-ebb1-4479-b750-c86c9bc98d84>

- Anyone who has the link can attend the online meeting without logging in to MS Teams.
- Members of the public have the opportunity to ask questions related to agenda items discussed at the meeting:
 - Select the **Q&A**  function on the right side of the screen.
 - When asking a question using the Q&A function, please identify yourself. **Anonymous questions will not be responded to.**
 - A reminder for Stakeholder groups to use the **Q&A** function.
 - Members of the media can direct their questions to the Communications Manager at School District 62 for response following the meeting.



For those who are unable to join the meetings, they will be recorded and audio will be available upon request following the meeting by emailing kross@sd62.bc.ca.

If you have questions regarding the meeting and how to access it that aren't answered in the link above please email info@sd62.bc.ca.



RESOURCES COMMITTEE
School Board Office
Via MS Teams
February 9, 2021 – 6:00 p.m.

A G E N D A

1. CALL TO ORDER AND ACKNOWLEDGMENT OF FIRST NATIONS TERRITORIES

We are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation, and acknowledge the three nations SD62 works with directly in our schools: Scia'new Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation, Nuuchahnulth. (words gifted by the three nations SD62 works with)

2. REPORT (page 3)

3. PRESENTATIONS (10 min.)

4. BUSINESS

- 4.1 Emergency Response – Stephanie Hedley-Smith (page 6)
- 4.2 20/21 Amended Budget – David Lee Bonar (page 9)
- 4.3 20/21 Quarter 2 Financial Forecast – Harold Cull (page 29)
- 4.4 21/22 Budget Assumptions, Guiding Principles & Operations Plan – Harold Cull (page 34)

5. ADJOURNMENT

6. NEXT MEETING DATE: March 3, 2021



Committee Report of Resources Committee Meeting via MS Teams January 12, 2021

Present: Bob Beckett, Trustee (Committee Chair)
 Wendy Hobbs, Trustee (Committee Member)
 Margot Swinburnson, Trustee (Committee Member)
 Krista Leakey, SPVPA
 Amanda Dowhy, SPEAC
 Ed Berlando, STA
 Bruce Woodcock, CUPE
 Scott Stinson, Superintendent & CEO
 Harold Cull, Secretary Treasurer
 Farzaan Nusserwanji, IT Director & CIO
 Nicole Gestwa, IT

1. CALL TO ORDER AND ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORIES

The meeting was called to order at 6:03 pm by the Committee Chair, Bob Beckett acknowledged that we are honoured to be meeting on the traditional territories of the Coast Salish, specifically, Esquimalt Nation, Songhees Nation and acknowledge the three nation SD 62 works with directly in our schools; Scia'new Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation Nuu-chah-nulth. (words gifted by the three Nations SD62 works with)

2. COMMITTEE REPORT

The Board of Education of Sooke School District 62 (Sooke) received the Resources Committee Report dated December 2, 2020 at it's Public Board Meeting dated December 15, 2020.

3. PRESENTATIONS

There were no presentations.

4. NEW BUSINESS

4.1 Committee Mandate/Reminders – Bob Beckett/Harold Cull

The Resources Committee discussed the role and purpose of the Committee(s) and the valuable input the Committee has in Board decisions. The Committee was provided a copy of policy and regulation A-340: School Board Committees which outlines the details of the committee mandate and membership.

The Mandate of the Resources Committee: To meet with the Secretary-Treasurer, other appropriate staff, and district partner groups to review and recommend to the Board direction and actions pertaining to:

- Building construction, maintenance and district facilities, transportation and custodial services;
- Develop and recommend to the Board long range planning for accommodating the District's needs related to sites and buildings;

- Make recommendations to the Board regarding the annual Capital Budget submission to the Ministry of Education;
- Consider and make recommendations to the Board on the District's operating, special purpose and capital budgets;
- Consider and recommend to the Board new or adjusted bylaws;
- Consider and make recommendations to the Board on the District's business and accounting services;
- Consider, recommend and provide advice and information to the Board related to human resources; and
- Other matters referred by the Board.

The Membership consists of:

- Three Trustees appointed in December of each year by the Board Chairperson;
- Superintendent;
- District staff;
- Any Trustees not assigned may attend as a guest;
- A representative from Sooke Teachers' Association (STA);
- A representative from CUPE Local 459;
- A representative from Sooke Principals and Vice-Principals Association (SPVPA);
- A representative from Sooke Parent Education Advisory Council (SPEAC); and
- A Student representative.

4.2 Multi-Year Budgets – Harold Cull

Harold Cull provided a multi-year operating budget plan from 20/21 to 23/24 to the Resources Committee. Discussion centered around the importance of high level and long-range financial planning at the District level. Additionally, the Committee conferred on the risk of assuming the International Student Program returns to pre-pandemic FTE levels, and the need to be conservative in District projections.

4.3 21/22 Budget Development Process – Harold Cull

Harold Cull provided the budget development timelines and anticipated roles for the 2021/22 budget to the Committee. Staff indicated that the 2021/22 budget will largely be a roll over budget as the District revises its Strategic Plan. A deeper dive in the 2022/23 budget will be conducted through program or departments reviews that will ensure that funding is provided to the required activities in order to deliver on the goals of the District. The Committee discussed the proposed approach and all Trustees were supportive of recommending the motion for the Board's review and consideration.

Recommended Motion: That the Board of Education of School District #62 (Sooke) approve the proposed 21/22 budget development process as outlined at the January 12th Resource Committee meeting.

4.4 Emergency Response vs. Business Continuity – Harold Cull/Farzaan Nusserwanji

The Resources Committee discussed Emergency Response and Business Continuity and the two different roles they play in the event of an emergency. Some of the challenges facing schools and the District were also discussed and the Committee focussed on the emergency response activities. It was also discussed that the ability to communicate effectively and efficiently during an event will be extremely important.

Staff will provide a detailed presentation at the February Resources Committee meeting outlining the work conducted to date on the Emergency Response project and will engage the Committee in a discussion of the work remaining to be done.

5. ADJOURNMENT AND NEXT MEETING DATE: February 9, 2021

Committee Info Note
Resource Committee Meeting
February 9, 2021
Agenda Item: 4.1 – Emergency Response

Focus of the Discussion

- Staff would like to focus the Committee’s discussion on the work completed to date and work to be completed in regards to **Emergency Response**
- For the purpose of the District’s work on this issue, we have used the following definition to create the scope of the project:

Emergency response includes any systematic **response** to an unexpected or dangerous occurrence. The goal of an **emergency response** procedure is to mitigate the impact of the event on people and the environment.

- There are processes that have been or will be developed to address the more routine issues such as power outages, server disruptions and other weather related challenges
- Our emergency response efforts have been focused on dangerous situations such as fire and earthquake
- As part of our approach, we have been relying on external experts to guide us as we build the internal capacity to properly deliver on emergency management activities

Background

- In 2018, the SPEAC Emergency Prep group, with the support of the Board, advocated for a budget for emergency prep with the mandate that all schools would be supplied with the provincial standards.
- It was also discussed that each school would have an emergency storage container for supplies and that a reunification process would be developed and practiced by each elementary school
- 17 Elementary schools would receive post-disaster reunification training and practice utilizing a standard emergency release process during functional exercises

- Our reunification approach has consisted of:
 - 1) staff training;
 - 2) parent education; and
 - 3) a controlled student release exercise
- The feedback received from staff, parents and local authorities was used to capitalize on strength, reduce common vulnerabilities and recommend best practiced for a standard reunification process in SD62
- The 17 reunifications were completed in the spring of 2019/2020 and the contents in the storage containers were updated in 2020

Context

SCHOOL BOARD POLICY – F-501

An emergency is a sudden, unexpected occurrence requiring immediate action to stabilize a situation. Emergencies effecting school facilities and/or school transportation that may prevent use for an unspecified period of time may include the following:

- a) [Fire](#)
- B) [Threats to School Occupants or Facilities \(i.e. Bomb Threat\)](#)
- C) [Hold and Secure](#) & [Lockdown](#)
[Lockdown Drills](#)
- D) [School Bus Accident](#)
- E) [Severe Weather](#)
- F) [Earthquake](#)
[Earthquake Guidelines for Bus Drivers](#)
- G) [Hazardous Spills, Accidents, or Explosions](#)
- H) [Abduction](#)
- I) [Incident on Field Trip](#)
- J) [Pandemic](#)

Next steps

- **January 2021** - SPEAC created an emergency prep committee with a new group of parents
- This new group has asked the District to focus on the following items:

- a) Reviewing the District policy to ensure it is up to date;
- b) The [Ministry website](#) to confirm our District work is aligned;
- c) Help with storage containers;
- d) Support with communication and next steps for Middle schools and Secondary schools; and
- e) Creating understanding and awareness of emergency response with the larger parent group

Committee Discussion

- Within the parameters of emergency response, are there other areas that the District should be focusing on?

Emergency Preparedness, Response & Recovery

- [Public Safety and Emergency Services](#)
- [Emergency Management](#)
- [Emergency Management B.C. Office Contacts](#)
- [PreparedBC](#)

Info Note
Resources Committee
February 9, 2021
Agenda Item: 4.2 – 20/21 Amended Budget Bylaw

Background

- Pursuant to Section 156 of the *School Act* (Accounting Practices), Boards of Education are required to prepare and submit budgets to the Minister, in the form, with the information, and at the time required by the Minister
- The Minister is requiring Amended Annual Budgets to be prepared, adopted by bylaw and submitted by February 28, 2021
- In order to pass all 3 readings of the bylaw on February 23rd, the Board is required to pass a motion that approves all 3 readings at one meeting and that motion needs to be approved unanimously
- Staff would like the Committee members to consider supporting the following recommendation for the Board to consider and debate at their February 23rd meeting:

Recommended Motion: That the Board of Education of School District #62 (Sooke) allow all three readings of the 2020/21 Amended Budget Bylaw at its meeting of February 23, 2021.

20/21 Amended Budget

- This Amended Annual Budget is the Board of Education's updated financial plan for the 2020/21 school year
- The total budget bylaw amount, which includes expenses and asset purchases from all funds, is presented at the end of Statement 2 (attached)
- The Amended Annual Budget Bylaw amount of \$159,622,295 is an increase of \$10,614,736 from the Annual Budget bylaw amount of \$149,007,559 approved by the Board on June 23, 2020

- The \$10,614,736 increase is due to the following:

	Amended	Annual	Incr / (Decr)
	\$	\$	\$
Budget Bylaw Amount			
Operating - Total Expense	121,808,609	119,930,423	1,878,186
Operating - Tangible Capital Assets Purchased	295,077	0	295,077
Special Purpose Funds - Total Expense	27,624,101	19,389,848	8,234,253
Capital Fund - Total Expense	9,894,508	9,687,288	207,220
Total Budget Bylaw Amount	159,622,295	149,007,559	10,614,736

- The \$207,220 **Capital Fund Expense** increase is due to an anticipated increase in amortization of tangible capital assets
- The \$8,234,253 **Special Purpose Fund Expense** increase is largely due to the Classroom Enhancement Fund (\$1.54M), the Provincial Safe Return to School Grant (\$0.87M), the Federal Safe Return to Class Fund (\$4.36M), and carry forward amounts from 2019/20 (\$1.46M)
- As indicated in the Schedule 2 table below, the \$295,077 increase in **Tangible Capital Assets** is mostly due to the acquisition of electric school buses to be delivered shortly and funded through carry over funds from 2019/20
- Also indicated in the Schedule 2 table below, the \$1,878,186 increase in **Operating Fund Expenses** is due to the 2019/20 carry forward amounts (\$2.04M), associated expenditures with a new Mentorship Grant (\$0.235M), and planned cost reductions (\$0.338M) to offset the decrease in the Operating Grant

Schedule 2								
	2020-21	FY21	FY21	FY21	FY20	2020-21		
	Amended	Op Grant &	Mentorship	Department	Carry	Annual	Incr / (Decr)	
	\$	International	Grant	Reallocation	Over	\$	\$	
Total Revenue	116,525,647	(1,325,018)	235,000	0	(120,000)	117,735,665	(1,210,018)	
Total Expense	121,808,609	(338,290)	235,000	(62,500)	2,043,976	119,930,423	1,878,186	
Net Revenue (Expense)	(5,282,962)	(986,728)	0	62,500	(2,163,976)	(2,194,758)	(3,088,204)	
Budgeted Prior Year Surplus Appropriation	5,578,039	986,728	0	0	2,396,553	2,194,758	3,383,281	
Net Transfers (to) from other funds								
Tangible Capital Assets Purchased	(295,077)	0	0	(62,500)	(232,577)	0	(295,077)	
Surplus (Deficit), for the year	0	0	0	0	0	0	0	

- As per Schedule 1, the Budgeted Accumulated Surplus for the end of year is \$1,614,851. This amount is calculated as follows:

Accumulated Surplus, beginning of year	7,192,890
Preliminary Budget Net Expense	(2,194,758)
2019-20 Restricted Surplus / Carry Over	(2,396,553)
2020-21 Operating Grant Recalculation	(986,728)
Budgeted Accumulated Surplus, end of year	1,614,851

- The end of year Budgeted Accumulated Surplus of \$1,614,851 is 1.33% of budgeted total expenses of \$121.8M
- As will be discussed during the Q2 Financial Forecast (4.3) agenda item, staff are forecasting an actual year end reserve of \$2.541 m and the variance is due to the reporting requirements of the Ministry – details will be provided at the meeting

Recommended Motion: That the Board of Education of School District #62 (Sooke) approve the Amended Annual Budget Bylaw of the Board for the fiscal year 2020/2021 as presented.

Amended Annual Budget

School District No. 62 (Sooke)

June 30, 2021

School District No. 62 (Sooke)

June 30, 2021

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*NOTE - Statement 1, Statement 3, Statement 5 and Schedules 4A - 4D are used for Financial Statement reporting only.

AMENDED ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 62 (SOOKE) (called the "Board") to adopt the Amended Annual Budget of the Board for the fiscal year 2020/2021 pursuant to section 113 of the *School Act*, R.S.B.C., 1996, c. 412 as amended from time to time (called the "Act").

1. Board has complied with the provisions of the Act respecting the Amended Annual Budget adopted by this bylaw.
2. This bylaw may be cited as School District No. 62 (Sooke) Amended Annual Budget Bylaw for fiscal year 2020/2021.
3. The attached Statement 2 showing the estimated revenue and expense for the 2020/2021 fiscal year and the total budget bylaw amount of \$159,622,295 for the 2020/2021 fiscal year was prepared in accordance with the *Act*.
4. Statement 2, 4 and Schedules 1 to 4 are adopted as the Amended Annual Budget of the Board for the fiscal year 2020/2021.

READ A FIRST TIME THE 23rd DAY OF FEBRUARY, 2021;

READ A SECOND TIME THE 23rd DAY OF FEBRUARY, 2021;

READ A THIRD TIME, PASSED AND ADOPTED THE 23rd DAY OF FEBRUARY, 2021;

(Corporate Seal)

Chairperson of the Board

Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 62 (Sooke) Amended Annual Budget Bylaw 2020/2021, adopted by the Board the 23rd DAY OF FEBRUARY, 2021.

Secretary Treasurer

School District No. 62 (Sooke)

Amended Annual Budget - Revenue and Expense
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
Ministry Operating Grant Funded FTE's		
School-Age	11,386.750	11,644.000
Adult	62.813	63.000
Total Ministry Operating Grant Funded FTE's	11,449.563	11,707.000
Revenues	\$	\$
Provincial Grants		
Ministry of Education	142,134,815	139,092,529
Tuition	3,094,900	1,583,000
Other Revenue	6,129,683	4,782,485
Rentals and Leases	268,500	388,500
Investment Income	284,508	263,875
Amortization of Deferred Capital Revenue	7,874,834	7,718,490
Amortization of Deferred Capital Revenue - for lease	61,477	61,477
Total Revenue	159,848,717	153,890,356
Expenses		
Instruction	127,709,283	119,832,222
District Administration	5,763,248	5,647,275
Operations and Maintenance	22,309,676	20,371,413
Transportation and Housing	3,545,011	3,156,649
Total Expense	159,327,218	149,007,559
Net Revenue (Expense)	521,499	4,882,797
Budgeted Allocation (Retirement) of Surplus (Deficit)	5,578,039	2,194,758
Budgeted Surplus (Deficit), for the year	6,099,538	7,077,555
Budgeted Surplus (Deficit), for the year comprised of:		
Operating Fund Surplus (Deficit)		
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	6,099,538	7,077,555
Budgeted Surplus (Deficit), for the year	6,099,538	7,077,555

School District No. 62 (Sooke)

Amended Annual Budget - Revenue and Expense
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
Budget Bylaw Amount		
Operating - Total Expense	121,808,609	119,930,423
Operating - Tangible Capital Assets Purchased	295,077	
Special Purpose Funds - Total Expense	27,624,101	19,389,848
Capital Fund - Total Expense	9,894,508	9,687,288
Total Budget Bylaw Amount	159,622,295	149,007,559

Approved by the Board

 Signature of the Chairperson of the Board of Education

Date Signed

 Signature of the Superintendent

Date Signed

 Signature of the Secretary Treasurer

Date Signed

School District No. 62 (Sooke)

Amended Annual Budget - Changes in Net Financial Assets (Debt)

Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
Surplus (Deficit) for the year	521,499	4,882,797
Effect of change in Tangible Capital Assets		
Acquisition of Tangible Capital Assets		
From Operating and Special Purpose Funds	(295,077)	
From Deferred Capital Revenue	(43,661,431)	(40,027,868)
Total Acquisition of Tangible Capital Assets	(43,956,508)	(40,027,868)
Amortization of Tangible Capital Assets	8,646,076	8,438,856
Total Effect of change in Tangible Capital Assets	(35,310,432)	(31,589,012)
	-	-
(Increase) Decrease in Net Financial Assets (Debt)	(34,788,933)	(26,706,215)

School District No. 62 (Sooke)

Amended Annual Budget - Schedule of Changes in Accumulated Surplus (Deficit) by Fund
Year Ended June 30, 2021

	Operating Fund	Special Purpose Fund	Capital Fund	2021 Amended Annual Budget
	\$	\$	\$	\$
Accumulated Surplus (Deficit), beginning of year	7,192,890	673,449	128,664,262	136,530,601
Changes for the year				
Net Revenue (Expense) for the year	(5,282,962)		5,804,461	521,499
Interfund Transfers				
Tangible Capital Assets Purchased	(295,077)		295,077	-
Net Changes for the year	(5,578,039)	-	6,099,538	521,499
Budgeted Accumulated Surplus (Deficit), end of year	1,614,851	673,449	134,763,800	137,052,100

School District No. 62 (Sooke)

Amended Annual Budget - Operating Revenue and Expense
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education	112,005,203	114,765,405
Tuition	3,094,900	1,583,000
Other Revenue	903,169	744,885
Rentals and Leases	268,500	388,500
Investment Income	253,875	253,875
Total Revenue	116,525,647	117,735,665
Expenses		
Instruction	102,041,996	100,779,188
District Administration	5,721,248	5,647,275
Operations and Maintenance	11,288,351	10,800,318
Transportation and Housing	2,757,014	2,703,642
Total Expense	121,808,609	119,930,423
Net Revenue (Expense)	(5,282,962)	(2,194,758)
Budgeted Prior Year Surplus Appropriation	5,578,039	2,194,758
Net Transfers (to) from other funds		
Tangible Capital Assets Purchased	(295,077)	-
Total Net Transfers	(295,077)	-
Budgeted Surplus (Deficit), for the year	-	-

School District No. 62 (Sooke)

Amended Annual Budget - Schedule of Operating Revenue by Source

Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
Provincial Grants - Ministry of Education		
Operating Grant, Ministry of Education	107,833,359	110,357,155
ISC/LEA Recovery	(482,169)	(323,885)
Other Ministry of Education Grants		
Pay Equity	931,052	931,052
Funding for Graduated Adults	109,878	40,000
Transportation Supplement	358,365	358,365
Teachers' Labour Settlement Funding	3,007,718	3,007,718
Early Career Mentorship Funding	235,000	
FSA and Monitored Marking	12,000	12,000
Anticipated Enrolment Increase		183,000
Anticipated Salary Differential Increase		200,000
Total Provincial Grants - Ministry of Education	112,005,203	114,765,405
Tuition		
Continuing Education	110,000	110,000
International and Out of Province Students	2,984,900	1,473,000
Total Tuition	3,094,900	1,583,000
Other Revenues		
Funding from First Nations	482,169	323,885
Miscellaneous		
Grants for Crossing Guards	70,000	70,000
Rebates	51,000	51,000
SGF Discretionary	200,000	200,000
Miscellaneous	100,000	100,000
Total Other Revenue	903,169	744,885
Rentals and Leases	268,500	388,500
Investment Income	253,875	253,875
Total Operating Revenue	116,525,647	117,735,665

School District No. 62 (Sooke)

Amended Annual Budget - Schedule of Operating Expense by Object
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
Salaries		
Teachers	47,695,163	47,359,788
Principals and Vice Principals	8,112,910	7,796,276
Educational Assistants	9,844,006	10,119,944
Support Staff	12,409,434	12,508,690
Other Professionals	4,103,536	3,945,908
Substitutes	4,275,360	4,294,731
Total Salaries	86,440,409	86,025,337
Employee Benefits	21,633,314	21,829,922
Total Salaries and Benefits	108,073,723	107,855,259
Services and Supplies		
Services	5,598,654	4,244,670
Professional Development and Travel	994,371	1,156,941
Rentals and Leases	306,249	298,349
Dues and Fees	197,274	204,342
Insurance	403,265	287,180
Supplies	4,390,429	4,039,038
Utilities	1,793,844	1,793,844
Bad Debt	50,800	50,800
Total Services and Supplies	13,734,886	12,075,164
Total Operating Expense	121,808,609	119,930,423

School District No. 62 (Sooke)

Amended Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2021

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	39,346,044	229,994	141,855	1,848,352	349,744	2,833,435	44,749,424
1.03 Career Programs	216,685			169,500		22,355	408,540
1.07 Library Services	1,351,290			257,086		5,761	1,614,137
1.08 Counselling	1,944,387						1,944,387
1.10 Special Education	2,721,922	265,239	9,340,151	84,517	870,340	698,270	13,980,439
1.30 English Language Learning	1,106,126			40,000		3,000	1,149,126
1.31 Indigenous Education	710,000	255,000	362,000	61,000		1,000	1,389,000
1.41 School Administration		7,100,550		2,317,931		216,887	9,635,368
1.61 Continuing Education				22,889			22,889
1.62 International and Out of Province Students	288,840	262,127		271,113			822,080
Total Function 1	47,685,294	8,112,910	9,844,006	5,072,388	1,220,084	3,780,708	75,715,390
4 District Administration							
4.11 Educational Administration					799,508		799,508
4.40 School District Governance					120,500		120,500
4.41 Business Administration	9,869			613,217	1,601,143	98,578	2,322,807
Total Function 4	9,869	-	-	613,217	2,521,151	98,578	3,242,815
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration				117,201	164,521		281,722
5.50 Maintenance Operations				4,487,178	99,741	314,284	4,901,203
5.52 Maintenance of Grounds				532,778			532,778
5.56 Utilities							-
Total Function 5	-	-	-	5,137,157	264,262	314,284	5,715,703
7 Transportation and Housing							
7.41 Transportation and Housing Administration				114,288	98,039		212,327
7.70 Student Transportation				1,472,384		81,790	1,554,174
Total Function 7	-	-	-	1,586,672	98,039	81,790	1,766,501
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	47,695,163	8,112,910	9,844,006	12,409,434	4,103,536	4,275,360	86,440,409

School District No. 62 (Sooke)

Amended Annual Budget - Operating Expense by Function, Program and Object
Year Ended June 30, 2021

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$	\$	\$	\$	\$
1 Instruction						
1.02 Regular Instruction	44,749,424	11,472,668	56,222,092	3,970,738	60,192,830	59,696,589
1.03 Career Programs	408,540	106,717	515,257	382,038	897,295	814,187
1.07 Library Services	1,614,137	395,978	2,010,115	65,131	2,075,246	2,075,277
1.08 Counselling	1,944,387	469,557	2,413,944	7,487	2,421,431	2,421,431
1.10 Special Education	13,980,439	3,523,050	17,503,489	516,200	18,019,689	18,248,127
1.30 English Language Learning	1,149,126	278,759	1,427,885	27,708	1,455,593	1,453,885
1.31 Indigenous Education	1,389,000	314,416	1,703,416	117,055	1,820,471	1,807,500
1.41 School Administration	9,635,368	2,238,420	11,873,788	639,588	12,513,376	12,308,861
1.61 Continuing Education	22,889	1,565	24,454	66,612	91,066	56,066
1.62 International and Out of Province Students	822,080	192,338	1,014,418	1,540,581	2,554,999	1,897,265
Total Function 1	75,715,390	18,993,468	94,708,858	7,333,138	102,041,996	100,779,188
4 District Administration						
4.11 Educational Administration	799,508	172,125	971,633	553,914	1,525,547	1,492,574
4.40 School District Governance	120,500	6,500	127,000	152,088	279,088	279,088
4.41 Business Administration	2,322,807	558,158	2,880,965	1,035,648	3,916,613	3,875,613
Total Function 4	3,242,815	736,783	3,979,598	1,741,650	5,721,248	5,647,275
5 Operations and Maintenance						
5.41 Operations and Maintenance Administration	281,722	69,821	351,543	297,052	648,595	664,861
5.50 Maintenance Operations	4,901,203	1,283,660	6,184,863	1,252,541	7,437,404	7,511,148
5.52 Maintenance of Grounds	532,778	130,956	663,734	744,774	1,408,508	830,465
5.56 Utilities	-	-	-	1,793,844	1,793,844	1,793,844
Total Function 5	5,715,703	1,484,437	7,200,140	4,088,211	11,288,351	10,800,318
7 Transportation and Housing						
7.41 Transportation and Housing Administration	212,327	52,265	264,592	35,008	299,600	283,688
7.70 Student Transportation	1,554,174	366,361	1,920,535	536,879	2,457,414	2,419,954
Total Function 7	1,766,501	418,626	2,185,127	571,887	2,757,014	2,703,642
9 Debt Services						
Total Function 9	-	-	-	-	-	-
Total Functions 1 - 9	86,440,409	21,633,314	108,073,723	13,734,886	121,808,609	119,930,423

School District No. 62 (Sooke)

Amended Annual Budget - Special Purpose Revenue and Expense
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education	22,366,954	15,342,248
Other Revenue	5,226,514	4,037,600
Investment Income	30,633	10,000
Total Revenue	27,624,101	19,389,848
Expenses		
Instruction	25,667,287	19,053,034
District Administration	42,000	
Operations and Maintenance	1,614,814	336,814
Transportation and Housing	300,000	
Total Expense	27,624,101	19,389,848
Budgeted Surplus (Deficit), for the year	-	-

School District No. 62 (Sooke)

Schedule 3A

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2021

	Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK	Classroom Enhancement Fund - Overhead
	\$	\$	\$	\$	\$		\$	\$	\$
Deferred Revenue, beginning of year	-	-	20,633	775,551	11,775	5,337	-	87,025	26,251
Add: Restricted Grants									
Provincial Grants - Ministry of Education	336,814	399,366			192,000	44,100	218,842	763,767	1,403,622
Other				3,200,000				20,000	
Investment Income			10,000						
	336,814	399,366	10,000	3,200,000	192,000	44,100	218,842	783,767	1,403,622
Less: Allocated to Revenue	336,814	399,366	30,633	3,975,551	203,775	49,437	218,842	870,792	1,429,873
Deferred Revenue, end of year	-	-	-	-	-	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education	336,814	399,366			203,775	49,437	218,842	850,792	1,429,873
Other Revenue				3,975,551				20,000	
Investment Income			30,633						
	336,814	399,366	30,633	3,975,551	203,775	49,437	218,842	870,792	1,429,873
Expenses									
Salaries									
Teachers							36,000		27,541
Principals and Vice Principals								33,000	
Educational Assistants		312,005							170,000
Support Staff				10,000	125,000			103,500	140,000
Other Professionals								157,000	
Substitutes				20,000	10,000	19,500		15,000	795,210
	-	312,005	-	30,000	135,000	19,500	36,000	308,500	1,132,751
Employee Benefits		87,361		12,000	33,000	2,000	9,000	73,350	257,462
Services and Supplies	336,814		30,633	3,933,551	35,775	27,937	173,842	488,942	39,660
	336,814	399,366	30,633	3,975,551	203,775	49,437	218,842	870,792	1,429,873
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 62 (Sooke)

Schedule 3A

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2021

	Classroom Enhancement Fund - Staffing	First Nation Student Transportation	Mental Health in Schools	Changing Results for Young Children	Safe Return to School Grant	Federal Safe Return to Class Fund	Quality Teaching	Nature-K	ACE-IT
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	-	9,080	-	6,529	-	-	130	5,214	-
Add: Restricted Grants									
Provincial Grants - Ministry of Education	13,533,824		51,000	25,000	872,605	4,357,466			
Other									30,000
Investment Income									
	13,533,824	-	51,000	25,000	872,605	4,357,466	-	-	30,000
Less: Allocated to Revenue	13,533,824	9,080	51,000	31,529	872,605	4,357,466	130	5,214	30,000
Deferred Revenue, end of year	-	-	-	-	-	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education	13,533,824	9,080	51,000	31,529	872,605	4,357,466			
Other Revenue							130	5,214	30,000
Investment Income									
	13,533,824	9,080	51,000	31,529	872,605	4,357,466	130	5,214	30,000
Expenses									
Salaries									
Teachers	10,863,560					1,564,000			25,000
Principals and Vice Principals						65,000			
Educational Assistants						151,000			
Support Staff					345,665	294,000			
Other Professionals						35,000			
Substitutes			10,000	10,000	34,567	183,000			
	10,863,560	-	10,000	10,000	380,232	2,292,000	-	-	25,000
Employee Benefits	2,670,264		1,000	1,000	91,602	530,000			5,000
Services and Supplies		9,080	40,000	20,529	400,771	1,535,466	130	5,214	
	13,533,824	9,080	51,000	31,529	872,605	4,357,466	130	5,214	30,000
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 62 (Sooke)

Schedule 3A

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2021

	Academies	Ab Ed Commercial Fishing	Art Starts	Donations	Theaters	Horner	GISP	SEY2K	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	287,790	11,975	5,788	72,138	45,545	10,915	4,268	22,551	1,408,495
Add: Restricted Grants									
Provincial Grants - Ministry of Education									22,198,406
Other	730,000		7,200	20,000					4,007,200
Investment Income									10,000
	730,000	-	7,200	20,000	-	-	-	-	26,215,606
Less: Allocated to Revenue	1,017,790	11,975	12,988	92,138	45,545	10,915	4,268	22,551	27,624,101
Deferred Revenue, end of year	-	-	-	-	-	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education								22,551	22,366,954
Other Revenue	1,017,790	11,975	12,988	92,138	45,545	10,915	4,268		5,226,514
Investment Income									30,633
	1,017,790	11,975	12,988	92,138	45,545	10,915	4,268	22,551	27,624,101
Expenses									
Salaries									
Teachers	55,000								12,571,101
Principals and Vice Principals	50,000								148,000
Educational Assistants									633,005
Support Staff	50,000								1,068,165
Other Professionals									192,000
Substitutes	7,500								1,104,777
	162,500	-	-	-	-	-	-	-	15,717,048
Employee Benefits	35,000								3,808,039
Services and Supplies	820,290	11,975	12,988	92,138	45,545	10,915	4,268	22,551	8,099,014
	1,017,790	11,975	12,988	92,138	45,545	10,915	4,268	22,551	27,624,101
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 62 (Sooke)

Amended Annual Budget - Capital Revenue and Expense

Year Ended June 30, 2021

	2021 Amended Annual Budget			2021 Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
Revenues				
Provincial Grants				
Ministry of Education	7,762,658		7,762,658	8,984,876
Amortization of Deferred Capital Revenue	7,874,834		7,874,834	7,718,490
Amortization of Deferred Capital Revenue - for lease	61,477		61,477	61,477
Total Revenue	15,698,969	-	15,698,969	16,764,843
Expenses				
Operations and Maintenance	1,248,432		1,248,432	1,248,432
Amortization of Tangible Capital Assets				
Operations and Maintenance	8,158,079		8,158,079	7,985,849
Transportation and Housing	487,997		487,997	453,007
Total Expense	9,894,508	-	9,894,508	9,687,288
Net Revenue (Expense)	5,804,461	-	5,804,461	7,077,555
Net Transfers (to) from other funds				
Tangible Capital Assets Purchased	295,077		295,077	
Total Net Transfers	295,077	-	295,077	-
Other Adjustments to Fund Balances				
Total Other Adjustments to Fund Balances	-	-	-	
Budgeted Surplus (Deficit), for the year	6,099,538	-	6,099,538	7,077,555

Committee Info Note
Resource Committee Meeting
February 9, 2021
Agenda Item: 4.3 – Quarter 2 Financial Forecast

Background Information

- Attached are the summary documents outlining the estimated year-end financial position of the District based on the quarter 2 forecasting process
- Summaries based on expenditures by **function** and **STOB** (standard object of expenditure) have been provided for the Committee’s review as well as the overall forecasted **Savings and Pressures**
- The actual financial information (revenues and expenditures) as at December 31st (Q2) have been used in the preparation of this forecast

Forecasted Year End Position and Impact of Amended Budget

- The District is estimated to end the fiscal year on budget or with a slight surplus
- As the Board is also required to pass the Amended Budget Bylaw, there are some complexities created as the Amended Budget must reconcile to the District’s operating grant
- There are amounts in the District’s internal forecasting process (estimated holdback revenue) that can not be included in the Amended Budget and there are some amounts that are one-time corrections that should not be shown as structural budget adjustments (estimated benefit holiday)
- The net amount of these adjustments is **\$986,728** and is reflected as the additional amount to be drawn from the reserve from an Amended Budget perspective
- Regardless of this timing challenge created by the Amended Budget, the District is forecasting to end the fiscal year with a financial reserve of **\$2,541,231 which is approximately 2.09%** of total expenditures
- For comparison purposes, the Board approved an initial budget with an unrestricted reserve of \$2,601,579 which is a reduction (deficit) of **\$60,348** based on the Q2 forecast

- Staff are cognizant that the Q2 forecast has the potential to understate the actual expenditures that will be realized by the end of the fiscal year (June 30)
- As a result of the potential for the forecast to be understated, staff are preparing a list of potential year end expenditures that could be made if a larger excess materializes
- These expenditures would be used to lessen the expenditure burden on the 21/22 budget
- Staff will continue to manage the budget and will present the Q3 forecast to the Committee in early May

2020-21 Q2 OPERATING FORECAST SUMMARY

	A Q2 SAVINGS / (PRESSURE)	B BUDGET ADJUSTMENTS	C = A+B Q2 SAVINGS / (PRESSURE)
SAVINGS FROM BUDGET			
PVP SAL/BEN	116,503		116,503
TOC SALARIES AND BENEFITS	586,505	(275,000)	311,505
INTERNATIONAL	873,358	(869,790)	3,568
CURRICULUM	100,000	(100,000)	0
FACILITIES	9,502	(100,000)	(90,498)
IT DEPT	100,229	(100,000)	229
UTILITIES	304,987		304,987
FINANCE DEPARTMENT	46,727		46,727
SBO BUSINESS ADMIN	86,438		86,438
NEW SCHOOL DIVISIONS	29,000		29,000
INTEREST REVENUE	37,041		37,041
OTHER PROV GRANTS	69,878	(69,878)	-
			-
MISCELLANEOUS OTHER SAVINGS	13,322		13,322
			-
OPERATING GRANT - HOLDBACK	700,000		700,000
BENEFIT SURPLUS	519,799		519,799
TOTAL SAVINGS FROM BUDGET	3,593,290	(1,514,668)	2,078,622
PRESSURES FROM BUDGET			
OPERATING GRANT (excl. Indigenous Ed. & Special Needs)	(2,277,664)	2,501,396	223,732
TEACHER SALARY AND BENEFITS	(810,932)		(810,932)
RENTAL REVENUE	(23,810)		(23,810)
MISCELLANEOUS REVENUE	(49,861)		(49,861)
INDIGENOUS EDUCATION	(118,323)		(118,323)
INCLUSIVE EDUCATION SERVICES	(100,048)		(100,048)
FY20 ENHANCEMENTS	(20,745)		(20,745)
TRANSPORTATION	(252,256)		(252,256)
PVP / EXEMPT COMPENSATION	-		-
TOTAL PRESSURES FROM BUDGET	(3,653,638)	2,501,396	(1,152,242)
NET SAVINGS / (PRESSURE) FROM BUDGET	(60,348)	986,728	926,380
TOTAL RESERVE AS AT JUNE 30 2020	7,192,890		7,192,890
FY21 BUDGETED DEFICIT	(4,591,311)	(986,728)	(5,578,039)
FY21 BUDGETED RESERVE AS AT JUNE 30 2021	2,601,579	(986,728)	1,614,851
FY21 Q1 FORECASTED SAVINGS / (PRESSURE)	(60,348)		926,380
FORECASTED TOTAL RESERVE AS AT JUNE 30 2021	2,541,231 A	(986,728)	2,541,231
FY21 OPERATING EXPENSE BUDGET	121,741,497 B		121,741,497
FORECASTED TOTAL RESERVE PERCENTAGE AS AT JUNE 30 2021	2.09% C = A/B		2.09%

SIGNIFICANT RISKS & OPPORTUNITIES:

- CEF	- UTILITIES	- IES	- TEACHER SAL/BEN
- BENEFIT SURPLUS	- TOC SAL/BEN	- HOLDBACK	- FEB & MAY ENROLMENT
- COVID 19	- VACATION ACCRUAL ADJUSTMENTS	- AFG	

NOTES

1 School supply budgets forecasted to budget

School District Six Two

Summary of Q2 Forecast by Financial Statement Function Page 32 of 37

	AMENDED BUDGET	Q2 FORECAST	VARIANCE
Revenues			
Provincial Grants			-
Ministry of Education	112,005,203	113,215,303	(1,210,100)
Tuition	3,094,900	3,148,089	(53,189)
Other Revenue	903,169	929,566	(26,397)
Rentals and Leases	268,500	204,101	64,399
Investment Income	253,875	290,916	(37,041)
Total Revenue	116,525,647	117,787,976	(1,262,329)
Expenses			
Instruction	102,041,996	102,496,090	(454,094)
District Administration	5,721,248	5,540,920	180,328
Operations and Maintenance	11,288,351	11,103,128	185,223
Transportation and Housing	2,757,014	3,009,420	(252,406)
Total Expense	121,808,609	122,149,558	(340,949)
Net Revenue (Expense)	(5,282,962)	(4,361,582)	(921,380)
Budgeted Prior Year Surplus Appropriation	5,578,039	5,578,039	
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased	(295,077)	(290,077)	(5,000)
Surplus (Deficit), for the year	-	926,380	(926,380)
Accumulated Surplus (Deficit), beginning of year	7,192,890	7,192,890	
Changes for the year			
Net Revenue (Expense) for the year	(5,282,962)	(4,361,582)	
Interfund Transfers			
Tangible Capital Assets Purchased	(295,077)	(290,077)	
Net Changes for the year	(5,578,039)	(4,651,659)	
Accumulated Surplus (Deficit), end of year	1,614,851	2,541,231	
Accumulated Surplus % of Total Budgeted Expense	1.33%	2.09%	

School District Six Two

Summary of Q2 Forecast by Financial Statement Expenditure Type Page 22 of 37

	AMENDED BUDGET	Q2 FORECAST	VARIANCE
SALARIES			
TEACHERS	47,695,163	48,329,845	(634,682)
PVP	8,112,910	7,967,506	145,404
EA	9,844,006	10,118,175	(274,169)
SUPPORT STAFF	12,409,434	12,444,311	(34,877)
OTHER PROF	4,103,536	4,231,449	(127,913)
SUBSTITUTES	4,275,360	4,313,171	(37,811)
TOTAL SALARIES	86,440,409	87,404,457	(964,048)
EMPLOYEE BENEFITS			
	21,633,314	21,149,654	483,660
SERVICES AND SUPPLIES			
SERVICES	5,598,654	5,767,725	(169,071)
PROFESSIONAL DEVELOPMENT AND TRAVEL	994,371	928,393	65,978
RENTALS AND LEASES	306,249	389,548	(83,299)
DUES AND FEES	197,274	197,106	168
INSURANCE	403,265	399,776	3,489
SUPPLIES	4,390,429	4,399,040	(8,611)
UTILITIES	1,793,844	1,488,857	304,987
BAD DEBT	50,800	25,000	25,800
TOTAL SERVICES AND SUPPLIES	13,734,886	13,595,446	139,440
TOTAL OPERATING EXPENSE	121,808,609	122,149,558	(340,949)
TANGIBLE CAPITAL ASSETS PURCHASED	295,077	290,077	5,000

Committee Info Note Resource Committee Meeting February 9, 2021

Agenda Item: 4.4 – 21/22 Budget Assumptions, Guiding Principles & Ops. Plan

Background

- As part of the budget development process, staff are looking for the Committee's support with the assumptions and guiding principles to be used in creating next year's budget
- It is important that these two items are discussed and approved as the District begins to prepare the 21/22 budget
- In addition, and as part of the budget development process approved by the Board at their January 26th meeting, staff would like the Committee's input on the operations plan for next year as the Strategic Plan is being updated

Guiding Principles

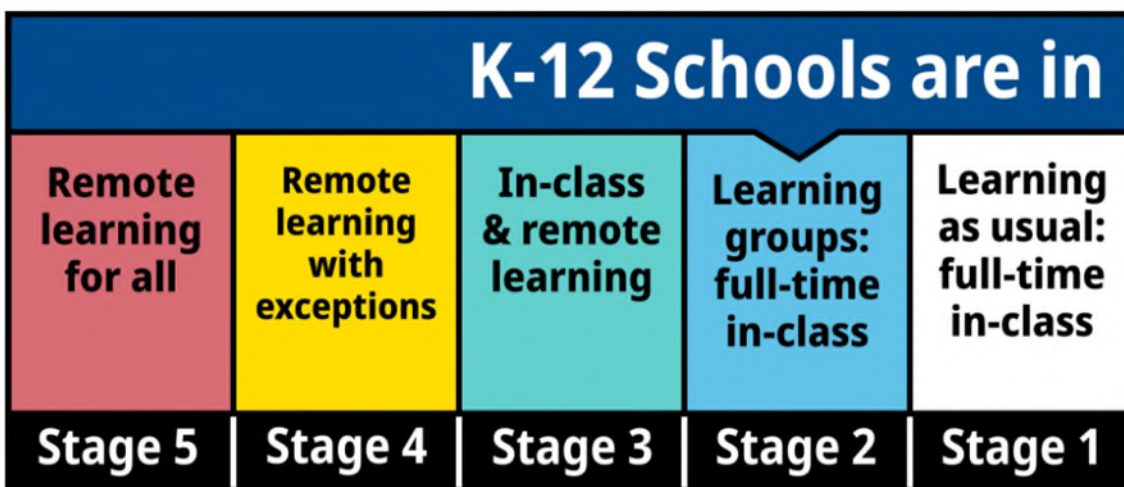
- Staff have initially developed the following guiding principles to be used in drafting next year's budget:
 - 1) Budget decisions will be based on the existing Strategic Plan goals that are being updated;
 - 2) The District will maintain the current direction and the 21/22 budget will largely remain status quo while the Strategic Plan is updated, and society recovers from the pandemic;
 - 3) Input from the District partners and Leadership Team will help shape 21/22 funding levels; and
 - 4) The annual budget process will be informed by the multi-year budget estimates on a 3-year rolling cycle.
- Staff would like the Committee to confirm if the list of guiding principles is complete and correct or if changes are required prior to going to the Board for their review and consideration

Proposed Motion:

That the Board of Education of School District 62 (Sooke) approve the guiding principles for the 21/22 budget year as presented at the Resources Committee meeting on February 9, 2021.

Assumptions

- Staff have initially developed the following assumptions to be used in drafting next year’s budget:
 - 1) The District will open the 21/22 school year in Stage 1 of the provincial government’s Five Stages Framework for K-12 Education of “Learning as usual: full-time in-class instruction” as noted below;
 - 2) No additional pandemic funding will be provided by the federal or provincial governments;
 - 3) The provincial funding formula will remain the same and be based on per FTE funding; and
 - 4) Domestic enrolment will continue to grow and international enrolment will continue to recover but will not reach pre-pandemic levels until at least the 22/23 school year.



- Staff would like the Committee to confirm if the list of assumptions is complete and correct or if changes are required prior to going to the Board for their review and consideration

Proposed Motion:

That the Board of Education of School District 62 (Sooke) approve the assumptions for the 21/22 budget year as presented at the Resources Committee meeting on February 9, 2021.

Operations Plan

- As part of the budget development process approved by the Board, input from the Resources Committee is necessary as staff develop the Operations Plan for the 21/22 school year
- This Operations Plan will help guide the specific strategies and activities for next year that are required to continue to deliver on the Strategic Plan goals of **Learning – Engagement - Growth**

- The Leadership Team went through a similar process on February 4th and a summary of input received has been attached
- Prior to the discussion, the financial context for the District was set:
 - We are forecasting to break even this fiscal year with a potential small surplus;
 - We are growing by almost 400 FTEs next year but do not anticipate a lot of new, if any, discretionary funding available;
 - Largely a status quo budget allowing the District to catch its breath; and
 - We still have \$124 million to do a lot of great work
- The question posed to the Leadership Team to gather this input was **what areas should we focus on next year and what work should we:**
 - Continue;
 - Start;
 - Stop; or
 - Adjust
- **Staff would like to ask the same question to the Committee to help shape next year's Operations Plan that will feed directly into the 21/22 budget**

From Leadership Team Meeting, Feb 4, 2021 - What can we stop, start, continue doing as we think about the Operational Plan for 2021/22?

	Stop	Start	Continue
Learning		<ul style="list-style-type: none"> • K-12 DL program • Address Early Learning Deficits that emerge due to COVID • Summer Programs for Elementary / Middle students • Address all gaps that our students have experienced – • Start considering resource use – how much paper are we using by teaching via worksheets rather than students having work books? 	<ul style="list-style-type: none"> • Only educational initiatives that currently exist (for a year?) • Adjust - Remote learning – adjusting back to F2F • Early learning • Counselling • SEF
Engagement	<ul style="list-style-type: none"> • Can we have a year that we stop moving into new areas and initiatives and catch our breath? Can we just focus on “Growth” for the coming year? 	<ul style="list-style-type: none"> • Childcare options at more sites • Recovery / as COVID eases how do ladder/scaffold the return to “normal” • Parent Portal Support for Parent Learning to increase engagement 	
Growth	<ul style="list-style-type: none"> • Streamline processes to avoid duplicate effort 	<ul style="list-style-type: none"> • Continue to build training opportunities • Building Stability and Continuity into financial plans • Focus on Environment and drivers of engagement • Ensuring that money and time is used carefully • Use resources with a view to environmental impact. 	<ul style="list-style-type: none"> • 3-year funding plan • Data driven decisions • Creating balance between Educational departments and Support departments • Adjust - Focus on Wellness – staff time, health and safety, time off, additional support • Adjust - Fix It when it breaks mentality – especially for Facilities/IT, etc • Adjust - Staffing levels in Facilities, HR, Finance, IT to keep up with growth • Adjust - RR- look at cost compared to others (review) • Adjust - IT- look at spending - do we really need student - to device now? • Adjust - -Facilities- look at continuing improving (saving money) • Capacity building