

**June 08, 2026, 4:30 p.m.**

## **WELCOME AND ACKNOWLEDGEMENT**

Acknowledgement that the meeting was being held on the traditional and unceded territory of Secwepemcú'ecw, specifically T'exelc, and that Cariboo-Chilcotin School District is proud to serve the students and families of the Secwepemc, Tsilhqot'in and Dakelh Nations.

1. Board – 2026/27 Board and Committee Calendar Draft
2. Board - Elections Bylaw - B2707-3 Trustee Elections and By-Elections - Draft
3. Educational – Indigenous Education Year in Review Report
4. Educational – BC Accessibility Plan Feedback – Draft
5. Financial – 3-year Budget Forecast
6. Operations – Carbon Neutral Government Program (*report available Monday 8<sup>th</sup>*)
7. Adjournment

MEETING	Chair	DATE (2 <sup>nd</sup> Monday)	TIME	LOCATION
Committees of the Whole	Trustee Coates	June 8, 2026	4:30 p.m.	Board Office

**“Learning, Growing, and Belonging Together”**

**TO:** Committee of the Whole

**FROM:** Taryn Aumond, Secretary-Treasurer

**DATE:** June 08, 2026

**RE:** Item: #1 - 2026-2027 Board and Committee Calendar

**BACKGROUND**

Each year, a new calendar of meeting dates for the next year is brought forward for review by the Committee and Board. The meeting dates are planned for the Committee of the Whole to occur on the second Monday of each month, and the Board meeting to occur on the fourth meeting of each month.

Identified below are the months in which the meeting dates conflict with non-instructional days.

**DISCUSSION**

**Winter break** - December 21, 2026 - January 1, 2027

*The Board is scheduled to meet on Monday, December 28.*

**March Break** - 15-25, 2027, with Good Friday on the 26, and Easter Monday on March 29<sup>th</sup>.

*The Board is scheduled to meet on Monday, March 29, 2027 (Easter Monday)*

The proposed adjustments to the meeting schedule are based on the school schedules. The blue highlighted are the proposed adjusted meeting dates, and the orange highlighted days are the current meeting dates scheduled for your visual reference.

For December, the Board meeting would move from Monday, Dec. 28<sup>th</sup> to Monday, Dec. 14<sup>th</sup>. For March, the Board meeting would move from March 29 to March 30, 2027, or alternatively to March 8, 2027.

**Board Meetings:**

December 26						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

March 27						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

**Committee of The Whole:**

It is proposed that the Committee of the Whole Meetings for December and March be canceled. Should an urgent matter arise, the Board would be notified.

December 26						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

March 27						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

**RECOMMENDATION**

None. For discussion.

# Board of Education (COTW) Committee of The Whole and Board Calendar



MEETING	Date	TIME	LOCATION
In-Camera Board Meeting Public Board Meeting	Monday, September 28, 2026	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, October 26, 2026	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, November 23, 2026	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, December 14, 2026	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, January 25, 2027	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, February 22, 2027	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Discussion due to Spring Break	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, April 26, 2027	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Tuesday, May 25, 2027	5:00 p.m. 6:30 p.m.	Board Office
In-Camera Board Meeting Public Board Meeting	Monday, June 28, 2027	5:00 p.m. 6:30 p.m.	Board Office

MEETING (COTW)	DATE (2 <sup>nd</sup> Monday)	TIME	LOCATION
Committee of the Whole In-Camera Committee of the Whole	September 14, 2026	4:30 p.m. / IC - After Public Mtg	Board Office
Committee of the Whole In-Camera Committee of the Whole	Tuesday, October 13, 2026	4:30 p.m. / IC After Public Mtg	Board Office
Committees of the Whole In-Camera Committee of the Whole	November 9, 2026	4:30 p.m. / IC After Public Mtg	Board Office
Committee of the Whole In-Camera Committee of the Whole	Discussion due to Christmas Break	4:30 p.m. / IC - After Public Mtg.	Board Office
Committee of the Whole In-Camera Committee of the Whole	January 11, 2027	4:30 p.m. / IC After Public Mtg	Board Office
Committee of the Whole In-Camera COTW	February 8, 2027	4:30 p.m. / IC - After Public Mtg.	Board Office
Committee of the Whole In-Camera Committee of the Whole	March 8, 2027	4:30 p.m. / IC After Public Mtg	Board Office
Committee of the Whole In-Camera Committee of the Whole	April 12, 2027	4:30 p.m. / IC - After Public Mtg.	Board Office
Committee of the Whole In-Camera Committee of the Whole	May 10, 2027	4:30 p.m. / IC After Public Mtg	Board Office
Committee of the Whole In-Camera Committee of the Whole	June 14, 2027	4:30 p.m. / IC - After Public Mtg.	Board Office

**TO:** Board of Education

**FROM:** Taryn Aumond, Secretary-Treasurer

**DATE:** June 22, 2026

**RE:** Item: #2 – Elections Bylaw – B2707-3 Trustee Election and By-Election

---

### **BACKGROUND**

Under the *Local Government Act* (section 56) and the *School Act* (section 45), all school districts must have an election bylaw adopted at least 42 days before the first day of the nomination period of the election, which is August 4, 2026.

### **INFORMATION**

Under the *Local Government Act*, a Municipality must conduct the election if the trustee electoral area is within the Municipality, and the Municipality can only charge school districts “additional” costs of conducting the election (38(1)). For school districts where the electoral area is within a Regional District, the district can enter into a mutual agreement with the Regional District for the conducting of the election. As our school district has trustee electoral areas in both the Municipality of Williams Lake and 100 Mile House, and the Cariboo Regional District, the bylaw contains provisions for the school trustee elections to be conducted by these partners.

The bylaw contains the updated provisions of the *Local Government Act* to ensure we are compliant with all requirements. The changes to the *Local Government Act* include:

- a requirement to identify the places that are to be public posting places
- candidates are no longer required to submit an original copy of their nomination documents (can be submitted in person, by mail, fax, or email)
- Elector organizations will no longer be required to submit separate candidate endorsement documents
- The name of an elector organization on a ballot may not be changed without the authorization of Elections BC
- Changes to protect candidates’ personal information, such as their phone number and address, which means that this information will be redacted from public notices and nomination documents posted online.
- Additional changes to mail ballot voting and marking of the ballot.

### **RECOMMENDATION**

None. Information only.

**BYLAW No. 2703 TRUSTEE ELECTIONS AND BY-ELECTIONS**

**BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 27 (CARIBOO-CHILCOTIN)**

**A bylaw to establish procedures for the conduct of trustee elections.**

The Board of Education of School District No. 27 (Cariboo-Chilcotin) wishes to establish procedures for the conduct of trustee elections.

Accordingly, the Board of Education of School District No. 27 (Cariboo-Chilcotin), in an open meeting, enacts this Trustee Election Bylaw No. 2703.

**1. Scope of Bylaw**

- a. This bylaw applies to both general elections and by-elections, except as otherwise indicated.

**2. Trustee Electoral Areas**

- a. In School District No. 27 (Cariboo-Chilcotin), trustee elections are held in the following trustee electoral areas (which are more fully described in Ministerial Order M252/1996):

<b>TRUSTEE ELECTORAL AREA (TEA)</b>	<b>TRUSTEE ELECTORAL AREA DESCRIPTION:</b>	<b>NO. OF TRUSTEES</b>
1	Cariboo Regional District Electoral Area H (as that electoral area was defined in the BC Gazette dated February 19, 1981) and parts of Electoral Areas G & L (as those electoral areas were defined in the BC Gazette dated June 17, 1982).	One (1)
2	Parts of Cariboo Regional District Electoral Areas G and L surrounding Green Lake, and Thompson Nicola Regional District Area E to 70 Mile, conforming with the southern boundaries of SD27	One (1)
3	The District of 100 Mile House	One (1)
4	Cariboo Regional District Electoral Area F (as that electoral area is defined in the BC Gazette dated June 17, 1982), and part of Cariboo Regional District Electoral Area D.	One (1)
5	Cariboo Regional District Area E (as that electoral area is defined in the BC Gazette dated February 19, 1981) and part of Cariboo Regional District Electoral Area D (as that electoral area is defined in the BC Gazette dated June 17, 1982)	One (1)
6	The City of Williams Lake	One (1)
7	Cariboo Regional District Electoral Area J (as that electoral area is defined in the BC Gazette dated February 19, 1981) and part of Cariboo Regional District Trustee Electoral Area K (as that electoral area is defined in the BC Gazette dated February 19, 1981).	One (1)

Related Legislation: School Act [RSBC 1996, Part 4, Divisions 3-5], and provisions within the Local Government Act [RSBC 2015]  
 Related Contract Article: Nil Adopted: June 2014

Amended: January 2019  
 Amended: April 23, 2019  
 Amended: June 14, 2022  
 Amended: December 16, 2024  
 Amended: March 21, 2025  
 Amended: **June 22, 2026**  
 Error! Unknown document property name.

### 3. Definitions

- a. The terms used in this bylaw shall have the meanings assigned by the *School Act*, the *Local Government Act*, and the *Local Elections Campaign Financing Act*, except if the context requires otherwise.
- b. “Board” means the Board of Education of School District No. 27 (Cariboo-Chilcotin).

“Chief Election Officer” means the person appointed to perform the duties of chief election officer as set out in the School Act, Local Government Act and Local Elections Campaign Financing Act.

“local government” means, as applicable, the Cariboo Regional District, the Thompson Nicola Regional District, the District of 100 Mile House, and/or the City of Williams Lake.

“Minister” means the Minister of Education and Child Care.

“School District” means the School District No. 27 (Cariboo-Chilcotin).

### 4. Voters List

- a. Voting in a trustee election or part of a trustee election conducted by the Board shall be limited to only those electors registering to vote at the time of voting.
- b. Voting in a trustee election or part of a trustee election conducted by a local government on behalf of the Board shall be open to electors registering to vote in accordance with the applicable local government bylaws. If a local government bylaw specifies that the most current provincial voters list prepared under the Election Act is the register of resident electors then the provincial voters list becomes the register of electors for any election to which the bylaw applies on the earlier of the date specified in the local government bylaw or 52 days prior to the election to which the bylaw applies.

### 5. Application of Local Government Bylaws

- a. In Trustee Electoral Area 3 the election bylaws of the District of 100 Mile House apply to trustee elections conducted by the District of 100 Mile House, except for those sections of the bylaws determining the minimum number of nominators, the order of names on the ballot, the resolution of tie votes after judicial recount, requiring a nomination deposit, or any other matter on which the local government bylaws may not by law apply to a trustee election.

- b. In Trustee Electoral Area 6 the election bylaws of the City of Williams Lake apply to trustee elections conducted by the City of Williams Lake, except for those sections of the bylaws determining the minimum number of nominators, the order of names on the ballot, the resolution of tie votes after judicial recount, requiring a nomination deposit, or any other matter on which the local government bylaws may not by law apply to a trustee election.
- c. In Trustee Electoral Areas 1, 2, 4, 5 and 7, if the Cariboo Regional District conducts all or a part of the trustee election, the election bylaws of the Cariboo Regional District, as they may be amended from time to time, apply to that trustee election or part of the trustee election, except for any bylaws determining the minimum number of nominators, the order of names on the ballot, the resolution of tie votes after judicial recount, requiring a nomination deposit, or any other matter on which the local government bylaws may not by bylaw apply to a trustee election.
- d. In Trustee Electoral Area 2, if the Thompson Nicola Regional District conducts all or part of the trustee election, the elections bylaws of the Thompson Nicola Regional District, as they may be amended from time to time, apply to that trustee election or part of the trustee election, except for any bylaws determining the minimum number of nominators, the order of names on the ballot, the resolution of tie votes after judicial recount, requiring a nomination deposit, or any other matter on which the local government bylaws may not by bylaw apply to a trustee election.

## **6. Required Advance Voting Opportunities**

- a. Unless the Board is exempted from the requirement by Order of the Minister, an advance voting opportunity will be held on the 10th day before general voting day.
- b. Unless the Board is exempted from the requirement for an additional advance voting opportunity by Order of the Minister an additional advance voting opportunity will be held on:
  - i. In Trustee Electoral Areas one (1), two (2), four (4), five (5) and seven (7), the required advance voting opportunity will be held on the tenth day before general voting day, unless exempted by order of the Minister, and no other advance voting opportunity will be held.
  - ii. In Trustee Electoral Area three (3), the date specified in the bylaws of the District of 100 Mile House.
  - iii. In Trustee Electoral Area six (6), the date specified in the bylaws of the City of Williams Lake.

## **7. Additional Advance Voting Opportunities**

- a. The Chief Election Officer may establish dates for additional advance voting opportunities for each trustee election and may designate the voting places and the voting hours for these voting opportunities.

## **8. Additional General Voting Opportunities**

- a. The Chief Election Officer is authorized to establish additional general voting opportunities for general voting day for each election and to designate the voting places and voting hours for such voting opportunities, within the limits set out in the *Local Government Act*.

## **9. Order of Names on the Ballot**

- a. The order of names of candidates on the ballot will be alphabetical.

## **10. Resolution of Tie Vote after Judicial Recount**

- a. In the event of a tie vote after a judicial recount, the tie vote will be resolved by lot in accordance with the *Local Government Act*.

## **11. Number of Nominators Required**

- a. The minimum numbers of qualified nominators for a trustee candidate is two.

## **12. Website Access to Candidate Nomination Documents and Campaign Financing Disclosure Statements**

- a. The Board authorizes public access to nomination documents of the trustee candidates during regular office hours at the Board's office from the time the nomination documents are delivered until 30 days after declaration of the election results.
- b. The Board will make available to the public, without charge, by internet access, the disclosure statements or supplementary reports required to be made available by the BC chief electoral office on an Elections BC authorized website, other than:
  - i. a mailing address or residential address of a significant contributor, or
  - ii. a telephone number, mailing address, or residential address of a candidate,until 5 years after general voting day for the election to which the trustee's disclosure statements and supplementary reports relate by providing a copy of that information for inspection.

- c. The Board will, on request, provide a copy or other record of trustee candidates' disclosure statements and supplementary reports for as long as they are required to be available to the public under section 12(b) for a fee of \$0.50 per printed side of a page.
- d. Before providing the services under section 12(a), (b) or (c), other than to a Board officer or employee acting in the course of their duties, the Board may require the person requesting the service to
  - i. satisfy to a Board official that any purpose for which personal information is to be used is permitted by the *Local Government Act* and section 63 of the *Local Elections Campaign Financing Act*, and
  - ii. provide a signed statement that
    - 1. the individual, and
    - 2. if applicable, any individual or organization on whose behalf the first individual is accessing, inspecting or obtaining a copy or other recordwill not use the information included in the copy or other record except for a purpose permitted under the *Local Government Act* or the *Local Elections Campaign Financing Act*.

### **13. Public Notice Posting Places**

- a. For the purpose of trustee elections conducted by the Board, the following are designated as public notice posting places for the purposes of section 50 of the *Local Government Act*:
  - i. the notice board located at the main entrance to the Board's head office; and
  - ii. the front area of the city hall in the District of 100 Mile House.

### **14. Publication by means other than newspaper**

- a. The Board designates the following means of publication of notices required to be published pursuant to section 94.2 of the Community Charter:
  - i. the School District website at <https://www.sd27.bc.ca>

### **15. Title**

- a. This Bylaw may be cited as "School District No. 27 (Cariboo-Chilcotin) Trustee Election and By-Election Bylaw No. B2707-3".

### **16. Repeal**

- a. School District No. 27 Trustee Elections Bylaw No. B2707-2 is repealed.

READ A FIRST TIME THE 22<sup>nd</sup> DAY OF JUNE 2026;

READ A SECOND TIME THE 22<sup>nd</sup> DAY OF JUNE 2026;

READ A THIRD TIME, PASSED AND ADOPTED THE 22<sup>nd</sup> DAY OF JUNE 2026.

---

Angie Delainey  
Board Chair

---

Taryn Aumond  
Secretary-Treasurer

**TO:** Committee of the Whole

**FROM:** Grant Gustafson-Director of Instruction

**DATE:** June 8, 2026

**RE:** Item: #3 - Indigenous Education Department Review

---

### **BACKGROUND**

Indigenous Education Targeted Funding (IETF) is provided to boards of education as a targeted spending portion of the operating funds to support school-age students who self-identify as being of Indigenous ancestry participating in Indigenous education programs and services. These funds are to be spent on the provision of enhanced Indigenous education programs and services that are in addition to any other programs and services to which the student is eligible. The amount is in addition to the basic per-pupil allocation. In this current school year, SD 27 claimed 1389 students and were allocated \$1790/student for an operating budget of \$2,486,310.00.

### **INFORMATION**

It is the purpose of the presentation to show how funds were spent to provide service to students in the district.

### **RECOMMENDATION**

None. For information only.

**TO:** Committee of the Whole

**FROM:** Hattie Darney, Director of Instruction

**DATE:** June 8, 2026

**RE:** Item: #4 - Accessibility Plan Feedback

---

### **BACKGROUND**

Cariboo-Chilcotin School District No. 27 is partner in the Northern BC Accessibility Working Group and is a member of the Northern BC School District Accessibility Plan 2023-2026. This plan was developed collaboratively by the Northern BC School District Advisory Committee with input from our school district and is aligned with the Accessible BC Act. The Act emphasizes visibility for persons with disabilities, inclusive education and training, and a stronger focus on accessibility, empathy, and sensitivity in schools.

The [2023-2026 Plan](#) has three key priorities:

1. Accessibility Inventory - identifying and removing barriers
2. Improving Policies and Practices
3. Accessibility and Inclusion Education - awareness and education

As part of the required three-year review, the district invited staff and stakeholders to share feedback on the plan, and had administrators, District Principals and Directors send out the survey link and placed the link on our website, available until mid-April.

### **INFORMATION**

Altogether, the Northern BC Accessibility Working Group had 60 people give feedback from CCSD27, SD60, SD87, SD52, and unspecified northern districts. Of the respondents, 39 respondents were from CCSD27. CCSD27 respondents included 67% family members, 31% staff and 2% community members. Three of the 39 respondents gave comments that included negative racial content for some of the questions and these comments will be redacted.

Overall CCSD27, respondents reported not being familiar with the current plan, but 63% felt that schools addressed accessibility “somewhat well” or “well.” When asked about which key priorities made the biggest difference, 41% selected “identifying and removing barriers,” 36% selected “unsure,” 6% selected “education and awareness,” and 3% selected “improving policies and practices.” When asked what areas should remain a priority, all three were selected within a similar percentage range. In general, respondents shared the following accessibility needs: accessible playgrounds, facilities and parking, education on inclusion, more opportunities and support for students with disabilities, and teaching strategies specific to helping students with disabilities. Respondents identified the following barriers as needing the most attention in order of “most” to

**“Learning, Growing, and Belonging Together”**

“least”: physical, attitudinal, technological, systemic and sensory, and communication. When asked about positive improvements in the schools, respondents cited accessible physical spaces, communication, cultural, inclusion, transportation, mental health, and technology, while a few cited “none.” When asked about gaps or unmet needs in the school or the school district, respondents shared the following: bias, technology, accessible playgrounds, bullying, staffing, physical spaces, mental health, teaching strategies, communication, transitions and acceptance. Respondents’ considerations for the next three-year plan included accessible pathways, inclusive attitudes, more teaching strategies, using attendance data, including support for students with socio-economic factors that may present barriers, increased wages for education assistants and more trained staff.

Goals for CCSD27 for the next three-year plan:

1. Strengthen Communication and Visibility of the Accessibility Plan
2. Prioritize Attitudinal and Cultural Change Through Ongoing Learning
3. Link Barrier Identification to Timelines
4. Balance Physical, Sensory, and Digital Accessibility Efforts
5. Use Open-ended Feedback annually to Set a Small Number of High-Impact, Measurable Goals

**RECOMMENDATION**

None. Information Only.

**TO:** Committee of the Whole

**FROM:** Taryn Aumond, Secretary-Treasurer  
Fawn Wiebe, Director of Finance

**DATE:** June 8, 2026

**RE:** Item: #5 - Multi-Year Budget Forecast

---

### **PURPOSE**

The purpose of this briefing note is to present the forecasted Financial Projection for Strategic Planning Period document to the Board of Education. This targeted multi-year projection serves as a strategic planning tool to outline the district's long-term financial outlook. It highlights key operational pressures and structural adjustments required to maintain fiscal stability

### **BACKGROUND**

The Ministry of Education and Child Care (MOECC) brought the Financial Planning and Reporting (FPAR) Policy into provincial legislation to enhance transparency and accountability. Under this policy, boards of education are directed to look beyond a single-year budget cycle and develop multi-year financial plans that forecast at least three years in advance. This ensures funding and local resources directly align with the district's strategic objectives and operational needs, focusing heavily on enhancing student educational outcomes.

Compliance with the FPAR Policy is governed by the following legislative and regulatory authorities:

- B.C. School Act (sections 81, 110, and 156)
- Enhancing Student Learning Reporting Order
- Budget Transparency and Accountability Act (which establishes the provincial standard of rolling 3-year service plans)
- MOECC Accumulated Operating Surplus Policy, which operates as a direct component of the FPAR framework to govern the planned use and reporting of local district surpluses

While multi-year financial planning sits outside the statutory annual budget by-law process, the Ministry expects a fulsome, documented discussion to occur at the Board table to confirm agreement with the content and strategic direction of the projection.

## **ANALYSIS OF FINANCIAL PROJECTION**

### 1. Enrolment & Revenue Pressures

- Sharp Enrolment Drop: Enrolment is projected to decline significantly in the coming years.
- Funding Compression: Because provincial funding is tied directly to student numbers, core Ministry revenue is projected to shrink.
- Local Revenue Focus: To offset losses, the district must critically focus on expanding unrestricted local revenue. Other lines (LEA student ratios, rentals, and investment income) assume minor, incremental growth.

### 2. Strategic Expenditure Reductions

- Staff Right-Sizing: Teacher staffing and general salaries are being scaled to align with student numbers and adjust to service sizes.
- Operational Cuts: Reductions have been applied to supplies, student transportation, Professional Development, and services assuming realized efficiencies.
- Fixed Cost Growth: Despite these cuts, the district faces unavoidable cost increases in utilities, insurance, and rentals.

### 3. Surplus Volatility & Sustainability

- Surplus Utilization: End-of-year unrestricted reserves are projected to decline from 3.99% in 2025/2026 down to 1.55% by 2028/2029. This downward trend requires ongoing strategic discussion regarding long-term fiscal sustainability.

## **RECOMMENDATION**

None. Information only.

## Financial Projection for Strategic Planning Period

	Actual 2023/2024	Actual 2024/2025	Budget 2025/2026	Draft Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
<b>Enrolment</b>	<b>4708</b>	<b>4546</b>	<b>4388</b>	<b>4229</b>	<b>4079</b>	<b>3969</b>
Revenues						
Provincial Grants						
Ministry of Education & Child Care	59,719,754	61,547,889	60,705,759	59,572,239	57,459,249	55,909,723
Other	72,337	81,950	70,000	70,000	71,400	72,828
Tuition	13,750	26,375	3,550	-	-	-
Other Revenue	3,429,900	3,310,236	3,186,916	3,166,150	3,229,473	3,294,062
Rentals & Leases	135,526	139,681	172,000	180,000	181,800	187,254
Investment Income	564,387	176,391	100,000	100,000	102,000	104,040
<b>Total Operating Revenue</b>	<b>63,935,654</b>	<b>65,282,522</b>	<b>64,238,225</b>	<b>63,088,389</b>	<b>61,043,922</b>	<b>59,567,907</b>
Expenses						
Salaries						
Teachers	20,784,673	20,601,038	19,935,903	19,243,086	18,247,097	17,805,891
Principles & Vice Principles	5,018,574	4,982,863	5,116,063	5,297,513	5,228,356	5,101,937
Educational Assistants	3,860,582	4,205,347	4,337,871	3,934,191	3,806,698	3,714,654
Support Staff	9,713,953	9,640,084	9,493,493	9,823,310	9,626,844	9,434,307
Other Professionals	2,304,552	1,968,712	2,808,607	2,808,607	2,752,435	2,697,386
Substitutes	1,423,617	1,861,811	1,855,801	1,485,801	1,466,405	1,430,948
<b>Total Salaries</b>	<b>43,105,951</b>	<b>43,259,855</b>	<b>43,547,738</b>	<b>42,592,508</b>	<b>41,127,835</b>	<b>40,185,122</b>
Employee Benefits	10,166,626	10,561,167	10,638,564	10,393,370	10,281,959	10,046,281
	19.1%	19.6%	19.6%	19.6%	20.0%	20.0%
<b>Total Salaries &amp; Benefits</b>	<b>53,272,577</b>	<b>53,821,022</b>	<b>54,186,302</b>	<b>52,985,878</b>	<b>51,409,794</b>	<b>50,231,403</b>
Services & Supplies						
Services	1,942,891	2,155,853	2,509,568	2,510,799	2,385,259	2,265,996
Student Transportation	206,803	222,163	241,391	242,374	237,527	232,776
Professional Development & Travel	1,081,608	833,073	653,516	655,016	641,916	641,916
Rental & Leases	204,944	210,381	204,000	204,000	208,080	212,242
Dues & Fees	268,546	360,480	569,200	475,700	428,130	363,911
Insurance	158,316	251,359	240,000	241,700	246,534	251,465
Supplies	3,861,655	3,668,907	4,041,957	3,972,203	3,831,311	3,727,991
Utilities	1,515,207	1,546,128	1,375,150	1,462,833	1,492,090	1,462,248
<b>Total Services &amp; Supplies</b>	<b>9,239,970</b>	<b>9,248,344</b>	<b>9,834,782</b>	<b>9,764,625</b>	<b>9,470,846</b>	<b>9,158,543</b>
<b>Total Operating Expenses</b>	<b>62,512,547</b>	<b>63,069,366</b>	<b>64,021,084</b>	<b>62,750,503</b>	<b>60,880,640</b>	<b>59,389,946</b>
<b>Net Revenue(Expense)</b>	<b>1,423,107</b>	<b>2,213,156</b>	<b>217,141</b>	<b>337,886</b>	<b>163,282</b>	<b>177,961</b>
Interfund Transfers	(3,416,538)	(1,545,213)	(704,000)	(755,000)	(755,000)	(755,000)
Use of Accumulated Surplus			486,859	417,114	591,718	577,039
<b>Operating Surplus for the Year</b>	<b>(1,993,431)</b>	<b>667,943</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>
Operating Surplus (Deficit), beginning of the year	4,368,241	2,374,810	3,042,753	2,555,894	2,138,780	1,547,062
Surplus Use or Accumulation	(1,993,431)	667,943	(486,859)	(417,114)	(591,718)	(577,039)
Restricted for Future Use	(669,052)	(957,541)		(300,000)	(100,000)	(50,000)
Projected Surplus						
<b>Operating Surplus (Deficit), end of the year</b>	<b>1,705,758</b>	<b>2,085,212</b>	<b>2,555,894</b>	<b>1,838,780</b>	<b>1,447,062</b>	<b>920,023</b>
<b>End of year unrestricted reserves as % of expe</b>	<b>2.73%</b>	<b>3.31%</b>	<b>3.99%</b>	<b>2.93%</b>	<b>2.38%</b>	<b>1.55%</b>