

Scan to Sign In



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www.kyrene.org/longrange

Meeting Dates (4:00 - 7:00 PM)

- ~~February 26, 2025~~
- ~~March 26, 2025~~
- April 23, 2025
- May 21, 2025
- June 25, 2025
- July 30, 2025



**Scan to confirm availability
for remaining meetings**



Long Range Plan

Meeting 3
April 23, 2025

THE KYRENE PROMISE



WE PROMISE to provide welcoming, inclusive learning environments in which every student is honored, valued, and feels a strong sense of belonging and purpose.



WE PROMISE to provide rigorous, responsive learning environments in which every student is given what they need to develop knowledge, skills, confidence, and a passion for learning.



WE PROMISE to provide vibrant, world class learning environments in which every student believes they are empowered and prepared to make a meaningful impact on a rapidly changing world.



READY
FOR THE
FUTURE



KYRENE **KEY** VALUES

CONNECTION

We build and maintain trusting relationships so that our students, families and staff are seen, heard and valued.

COMPASSION

We treat and respond to others with dignity, understanding, empathy and kindness.

COURAGE

We possess the moral and mental strength to do what is right, even when it is challenging.

COLLABORATION

Together, we make a difference, by learning and working in unity to deliver excellence for our students, colleagues and community.

CURIOSITY

We reach beyond our comfort zone to explore innovative and unconventional ideas with a sense of wonder.

Why the need for a long range plan?

1. **Ensure Quality Education**

Fewer students in a building impacts resources, programs and the student experience

2. **Optimize Space & Resources**

Efficient use of buildings focuses resources on students rather than maintenance and operational costs.

3. **Support Financial Stability**

Maintaining a balanced budget in line with district priorities to maximize funds for the classroom

4. **Ensure Community Engagement**

Community-supported solutions are more sustainable and help to minimize disruptions to families and neighborhoods.

5. **Plan for Future Needs**

Preparing now ensures schools are responsive to future demographic changes.

Committee Purpose

- Develop a recommendation to the Kyrene Governing Board for a long-range plan that addresses projected enrollment trends and maximizes the use of schools and facilities.
- Make a recommendation to the Kyrene Governing Board about whether to call for a continuation of the Maintenance and Operations (M&O) Override on the November, 2025 ballot.

Guiding Principles: Long Range Plan

- ★ **Planning Horizon:**
Focused on the next 2–5 years to maintain the **timeless spending model**, achieve a **balanced budget**, and create **better-resourced schools** upholding the reputation of the **Kyrene experience**.
- ★ **Facility-Centered Solutions:**
The plan is centered around **school facilities** as a key driver of long-term financial and educational sustainability.
- ★ **Multiple Solutions, One Goal:**
We will explore and evaluate a **range of possible solutions**, selecting those that make the greatest progress toward district goals while **impacting the fewest students**.
- ★ **Student-Centered Decision Making:**
Each option will be measured by its impact on **all students**, school communities, and families.
- ★ **Phased Implementation:**
The plan may be **rolled out over multiple years**, allowing time for thoughtful execution, adaptation, and stakeholder engagement.

Meeting Outcomes

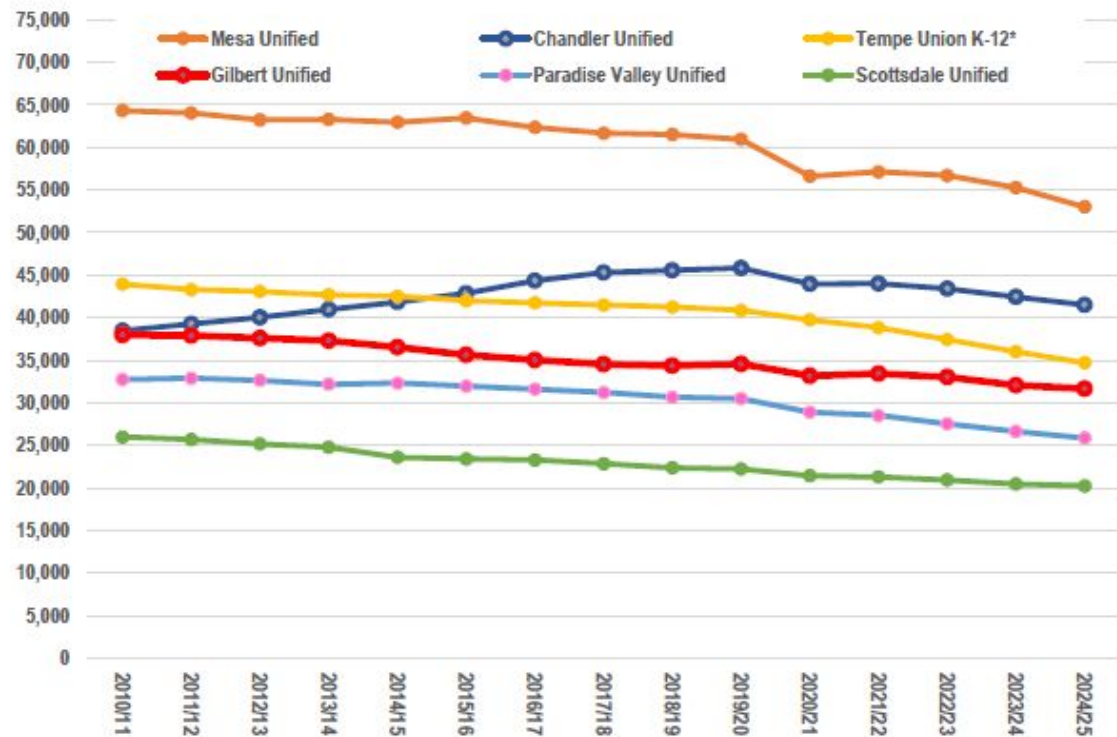
By the end of this presentation, the Long Range Facilities Plan Committee will:

- Have a shared understanding of the projected **financial impact** on the district's operating budget over the next five years due to **declining enrollment**
- Explore how we execute the four **strategic levers** to address these impacts, including adjustments to **district-wide programs and supports, facility repurposing, and school closures**
- Engage in **thoughtful discussion** to surface key considerations and help guide the committee's ongoing work toward **sustainable, future-ready solutions**



Enrollment Recap

Regional Enrollment Trends



* K-12 total of the Kyrene Elementary, Tempe Elementary and Tempe Union districts.

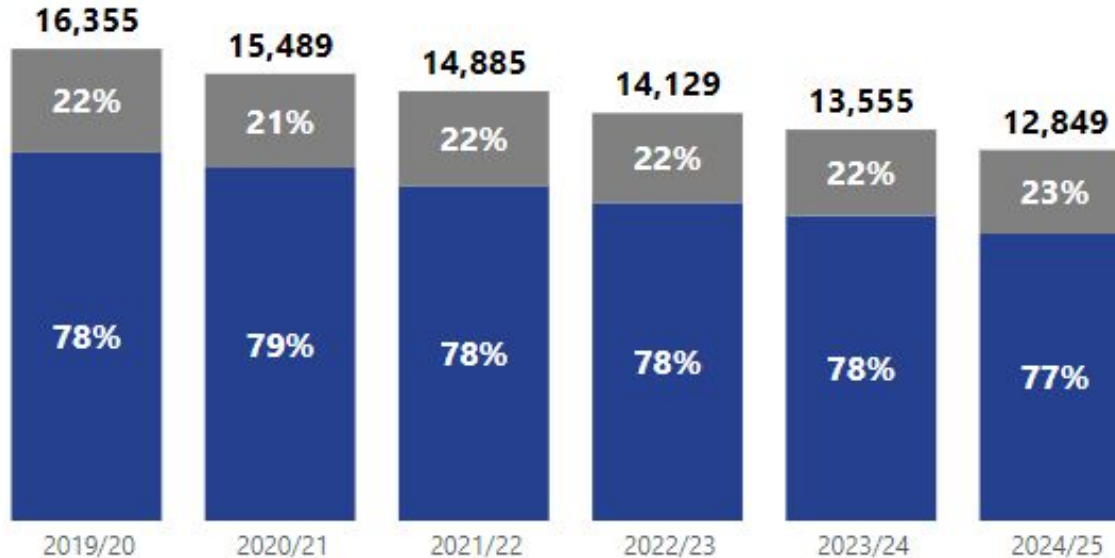
Steady Enrollment Decline

The steady enrollment decline of the K-12 total of Kyrene Elementary, Tempe Elementary and Tempe Union High School District area (yellow line) over the past five years is consistent with other districts in established parts of the Phoenix Metropolitan area, all of which have also been impacted by lower birth rates and expanding education choices.

40th Day Headcount *Over Time*

Population by Boundary Status

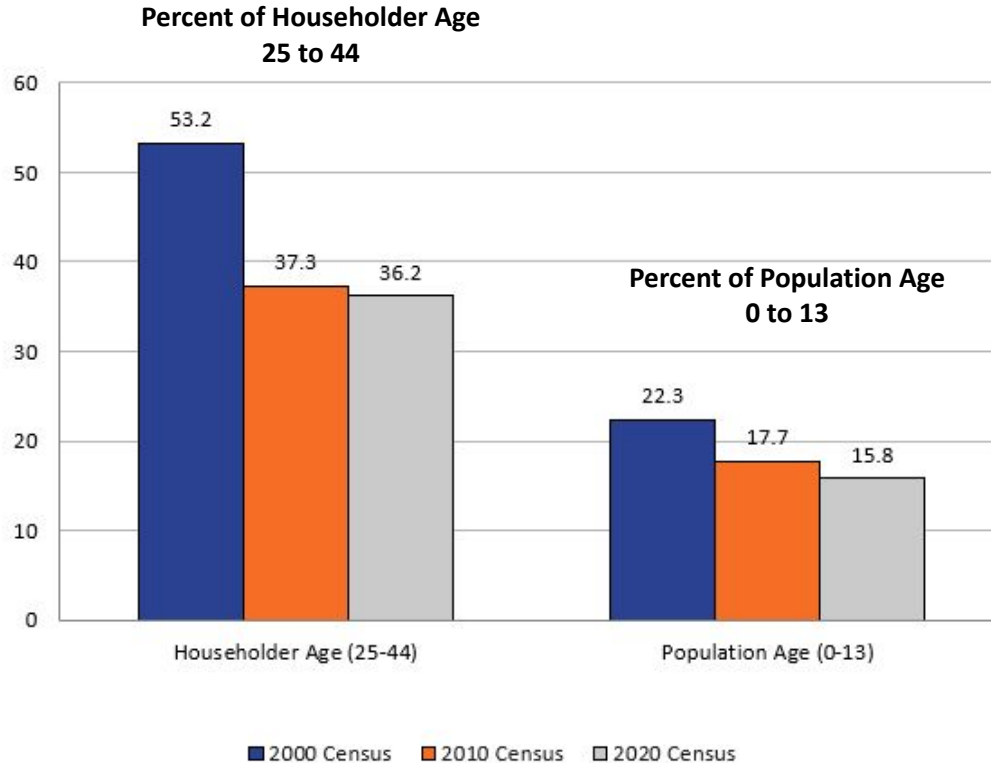
● In District ● Out of District



In-District Declines & Influencing Factors

- expanding education alternatives
- low recession-era birth rates
- rising housing prices
- limited housing choices
- aging homeowner population

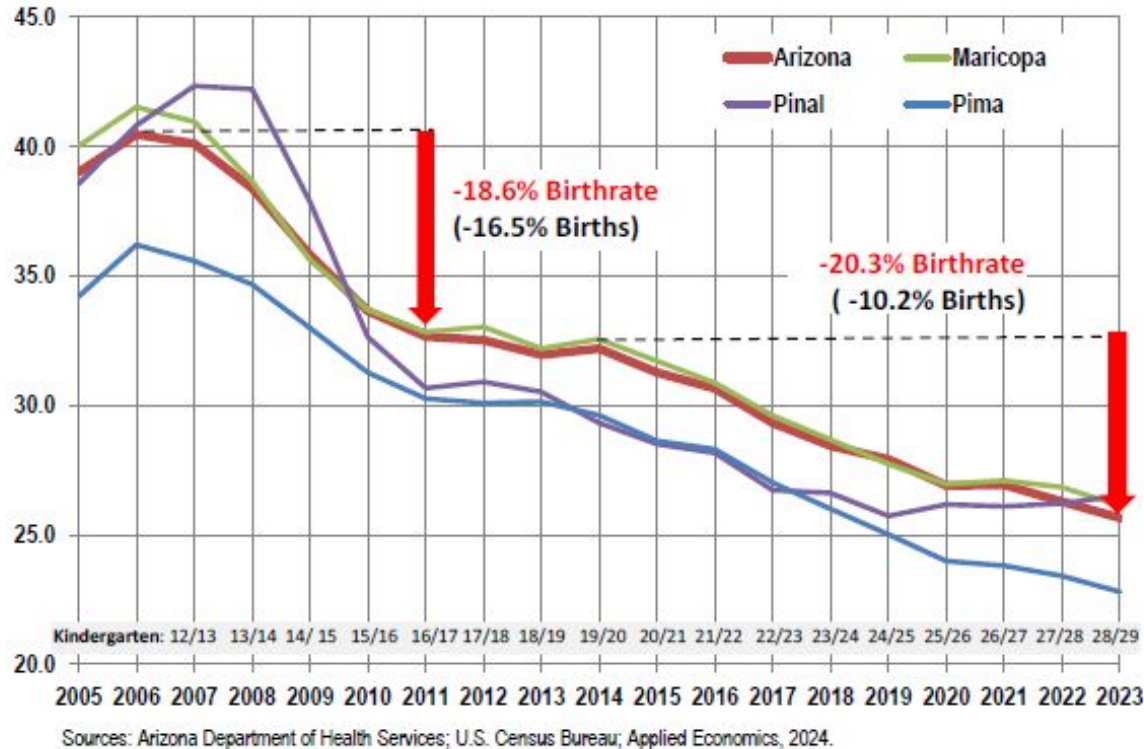
Housing Demographics



Factors to Consider

- Population and housing continue to grow at a very modest rate, even as vacancy rates have risen slightly due to the addition of more rental housing.
- The declining share of the population under 18 is indicative of a fairly mature area; the rate is still falling, although more slowly than in the 2000s.
- The age distribution of householders in the District is shifting away from the child-bearing age cohorts.

Birth Rate Trends

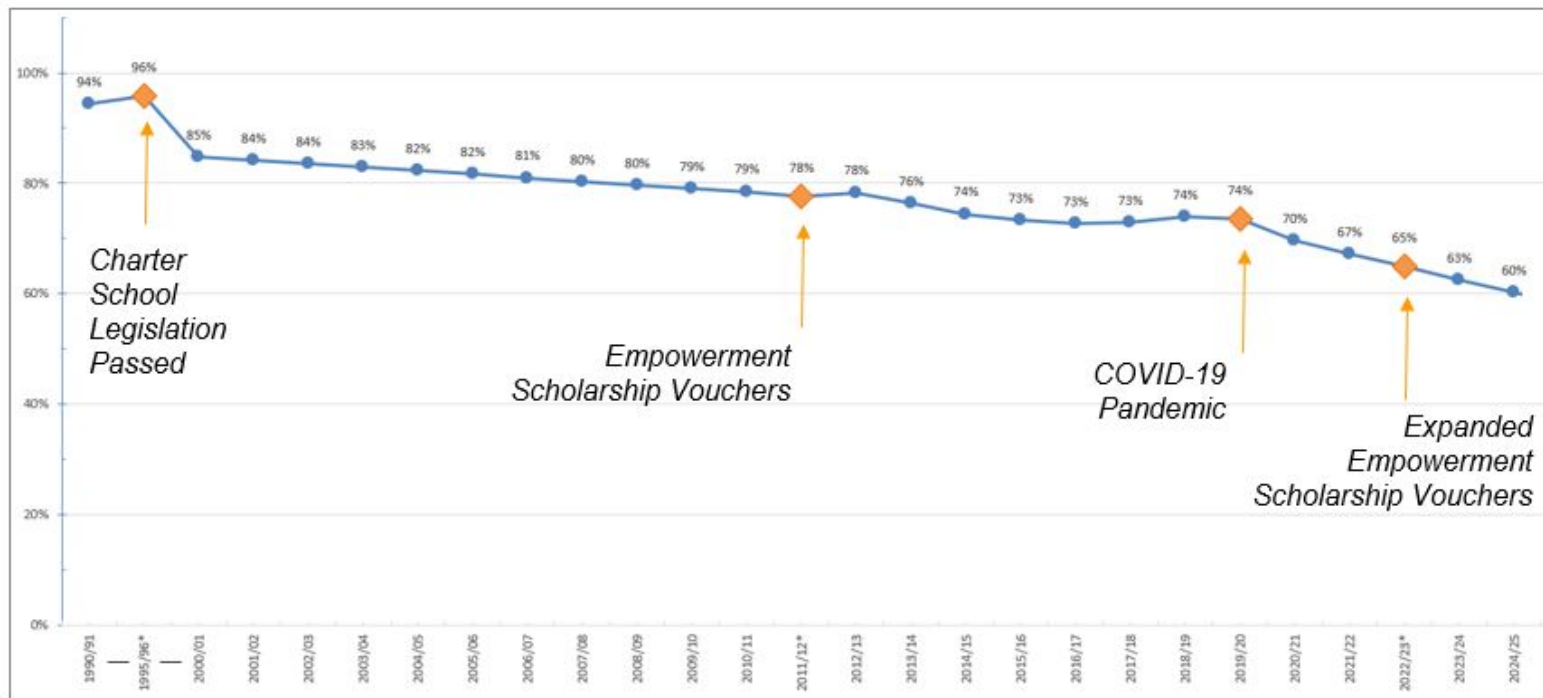


Declining Birth Rate

- Birth rates in AZ plummeted by nearly 19% during the Great Recession, with a 17% decline in the total number of births in the State of Arizona from 102,700 to 85,100 births per year.
- Birth rates stabilized briefly after 2011 but dropped another 20.3% through 2023 when there were 77,776 births statewide.

Service Rate *# Served / Eligible School-Age Population*

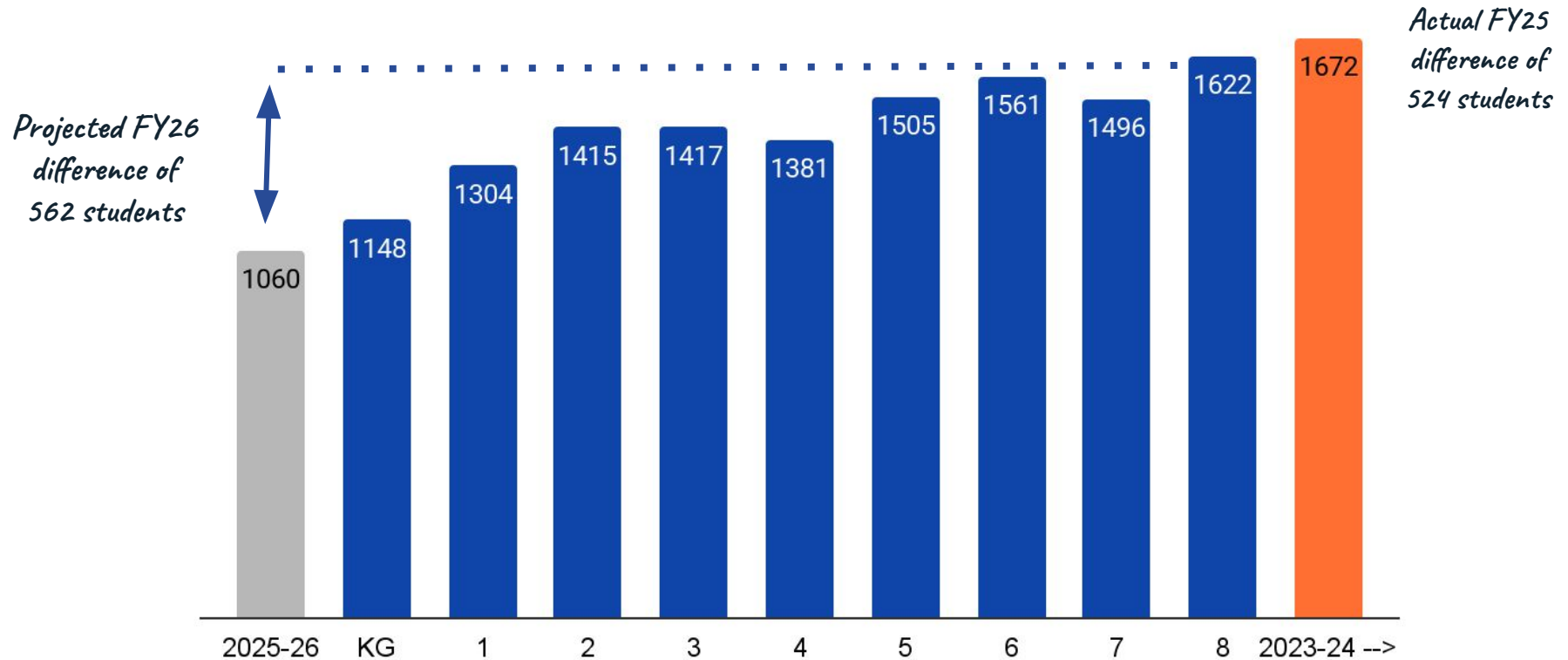
Next Five Years: Long-term trends project the service rate to decrease to approximately 55.5% in 2029-30.



— 5 year increments from 1990-2000

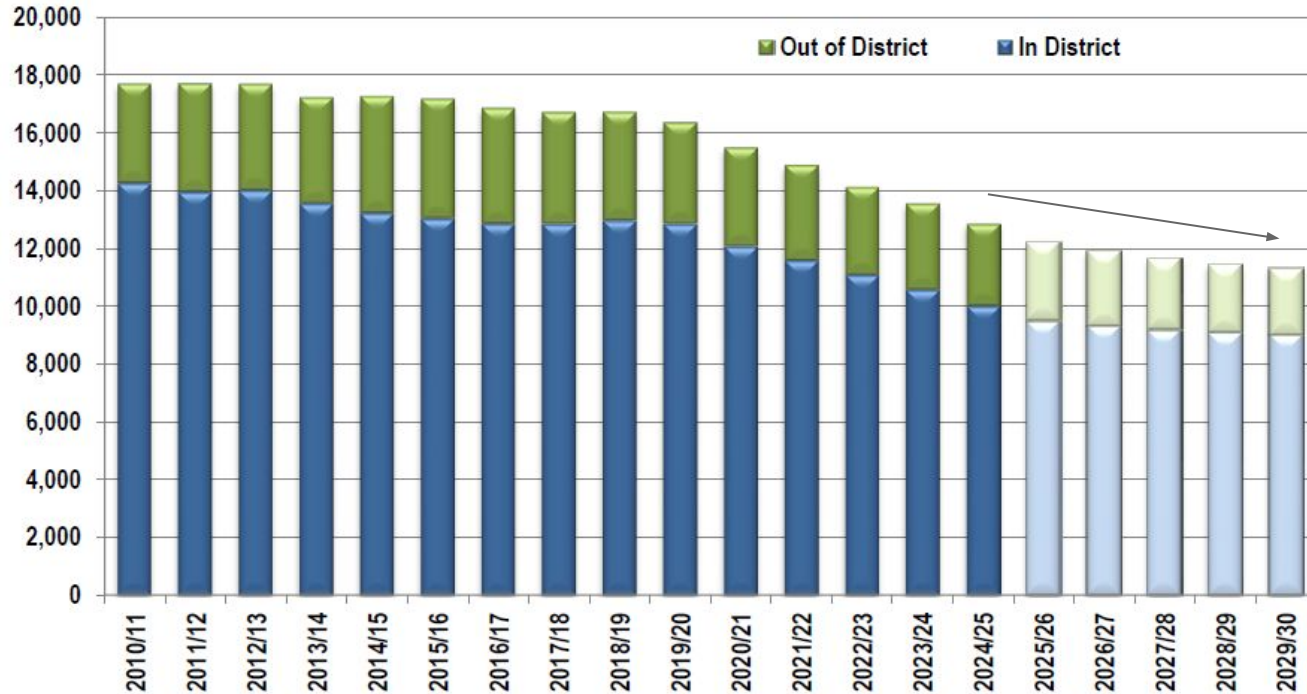
* Indicates a year for which an external event occurred

Impact of Changing Kindergarten Cohort Size



Illustrated counts reflect 2024-25 40th Day Headcount with projected K count for the 2024-25 school year.

Projecting Total Enrollment



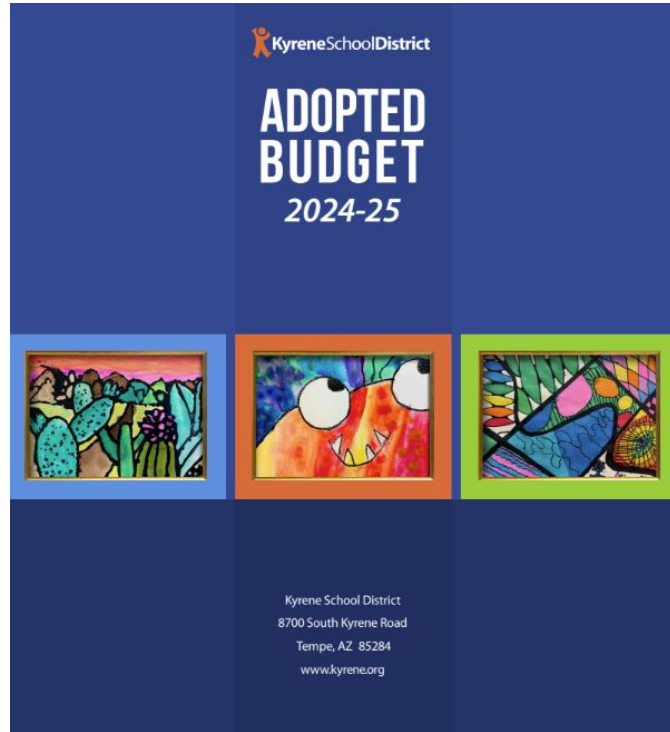
Next Five Years

Under the long-term trend service rate scenario, total District enrollment could decline by more than 1,500 students over the next five years to about 11,300 students.



Financial Impact

Budget Annual Report

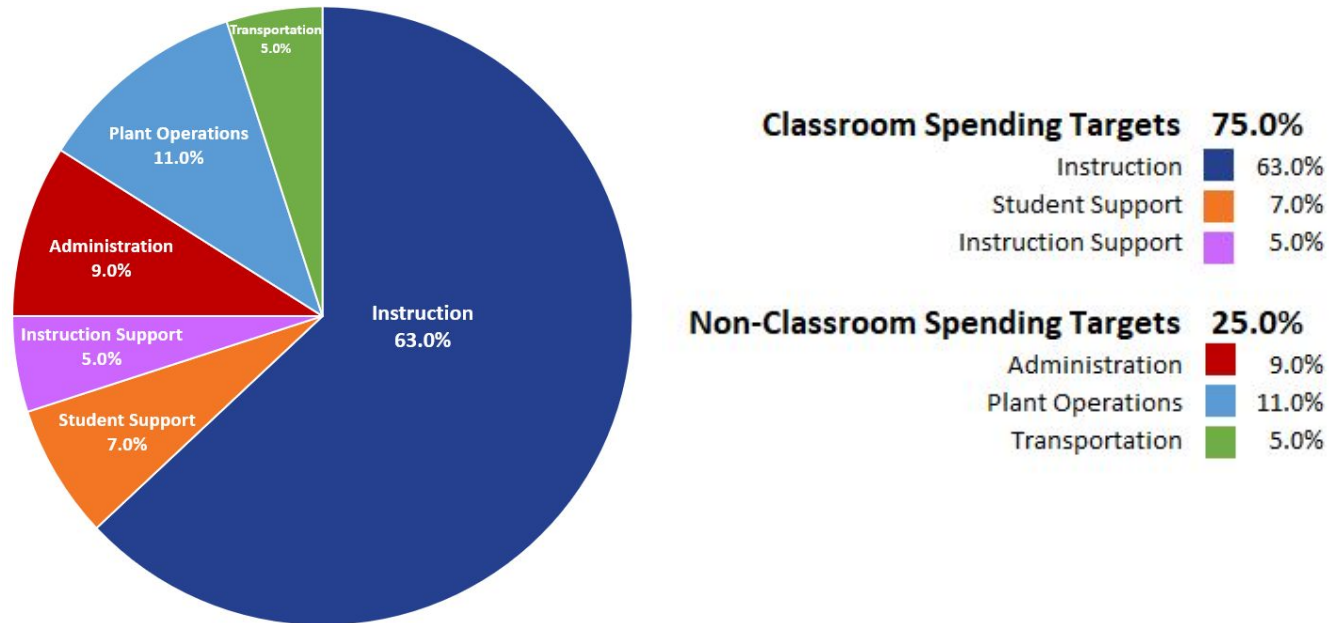


www.kyrene.org/budget

Timeless Spending Model

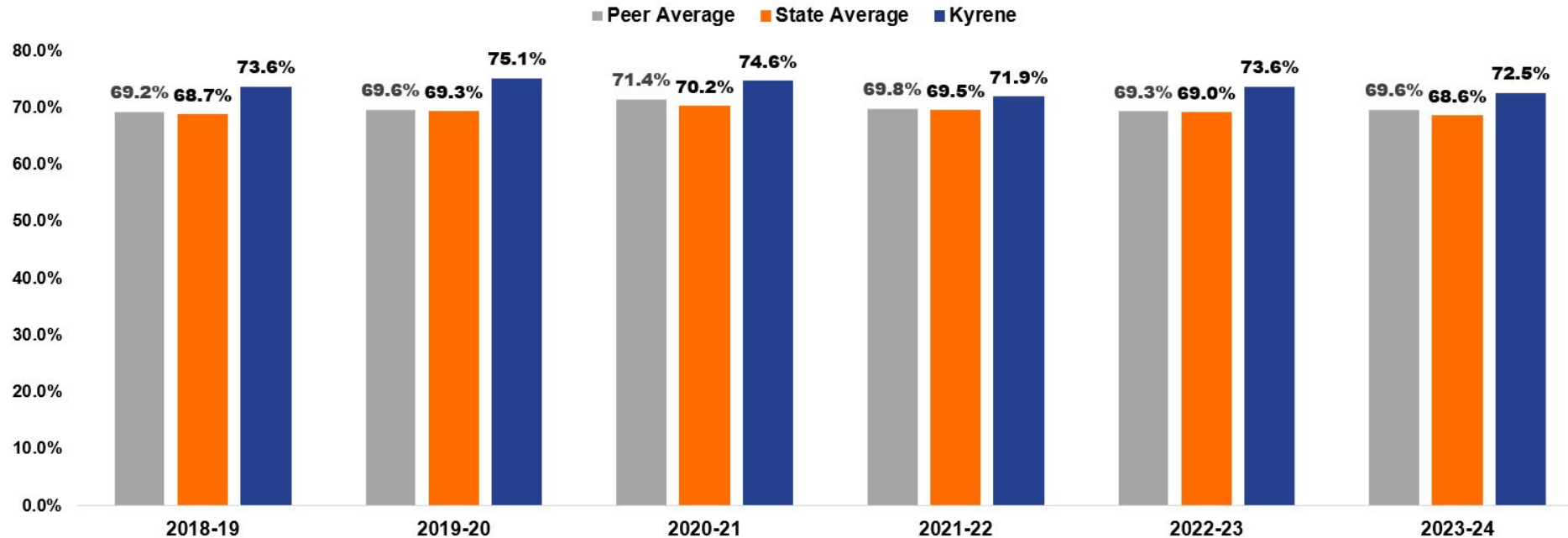
Kyrene has developed a 'Timeless Spending Model' for budgeting and resource allocations

- Relates to operational spending only (excludes capital expenditures)
- Amounts are budgetary 'goals' based on average historical amounts
- Ensures maximum resources continue to be allocated in the classroom and aligns budgets to enrollment changes



Note: Food Service costs are not applicable when setting budget targets as these activities are outsourced and costs are variable based on the number of meals served.

Kyrene Classroom Spending per Auditor General

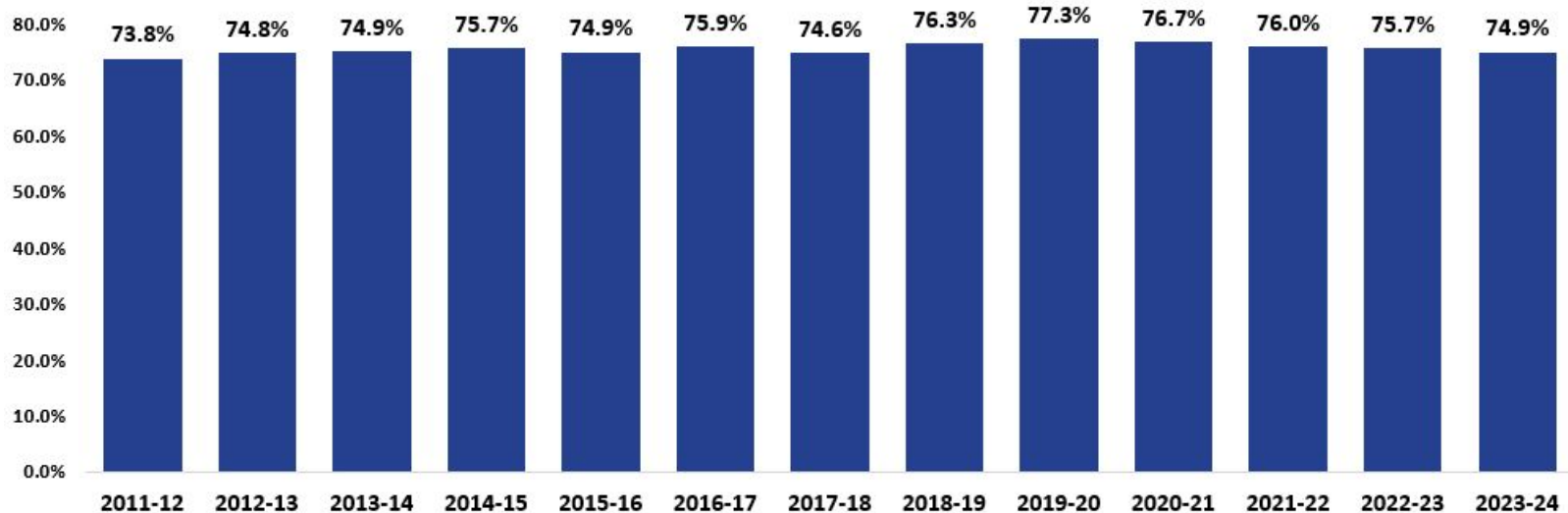


Note: The Auditor General includes food service costs in their classroom spending report, but Kyrene's Timeless Spending Model does not include these amounts.

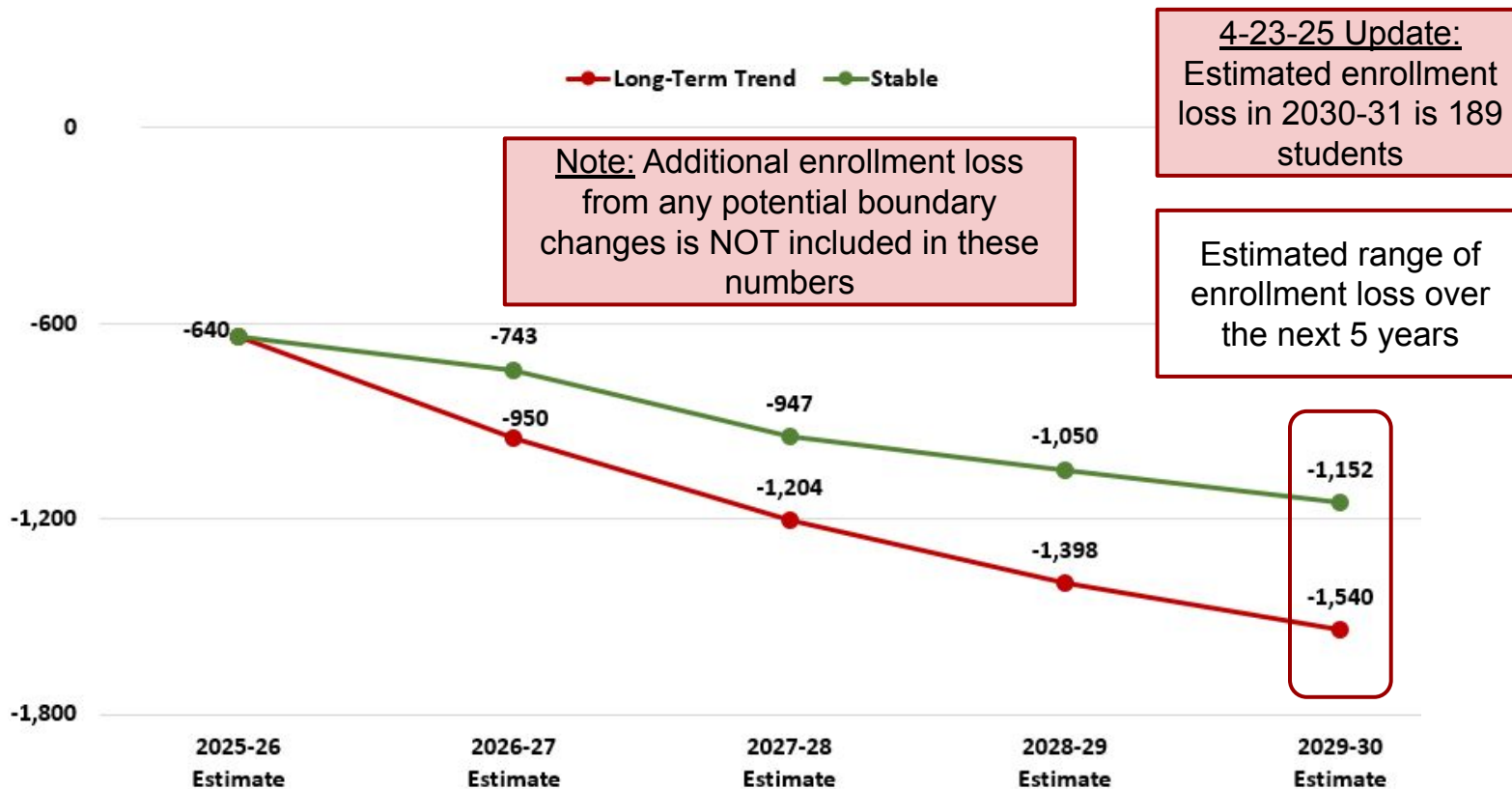
Note: Lower Kyrene percentage due to COVID impact on food service which is included in the Auditor General's classroom spending calculation.

Kyrene Classroom Spending Excluding Food Service

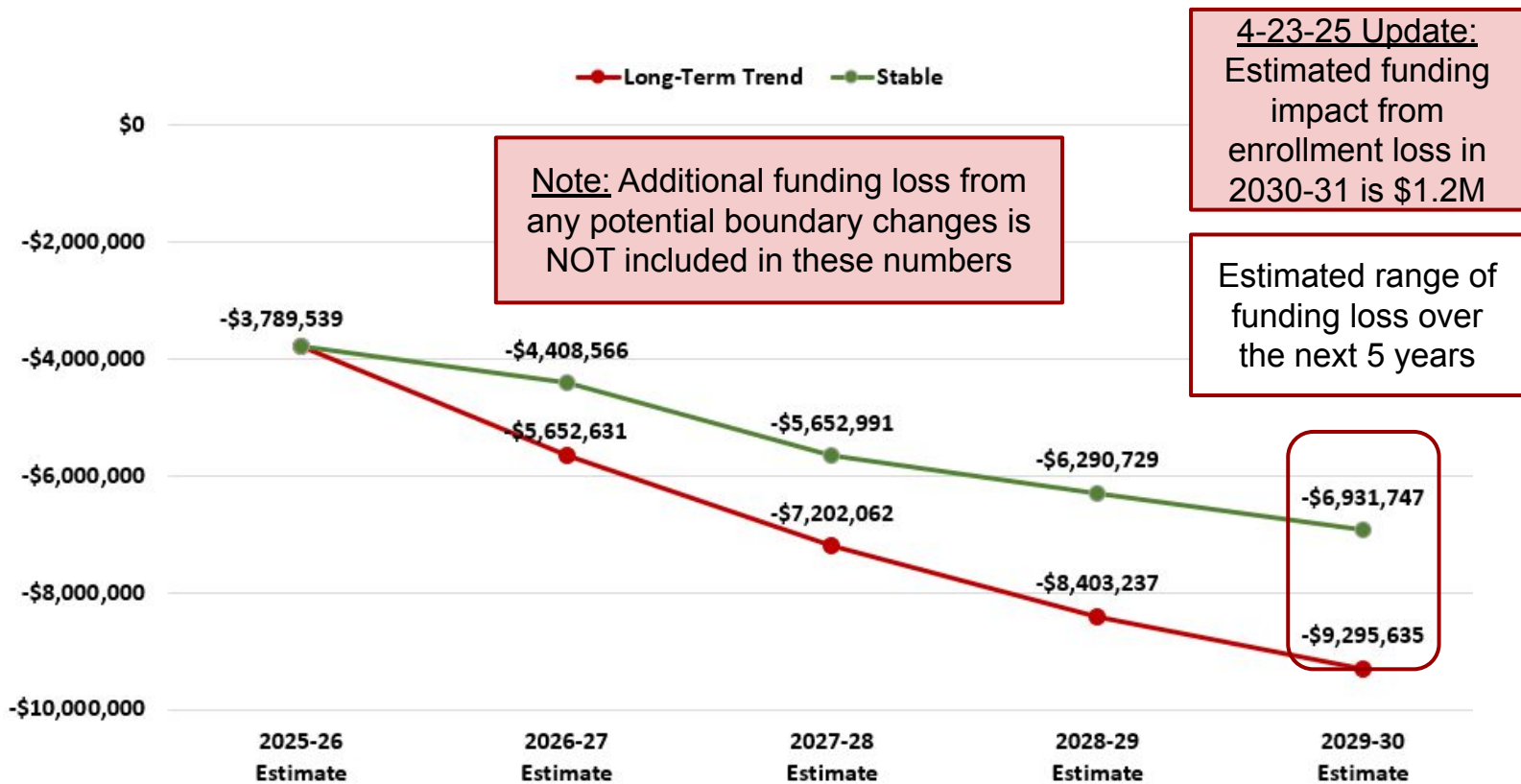
- These amounts represent Kyrene's classroom spending if Food Service costs are excluded
- Amounts would be comparable to Kyrene's Timeless Spending Model target of 75%



Estimated Future Enrollment Change: Cumulative vs 2024-25



Estimated Funding Loss From Enrollment: Cumulative vs 2024-25



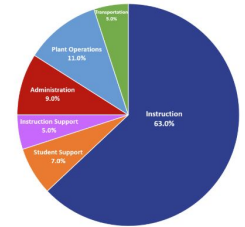
5-Year Budget “Targets” - Timeless Model

How will budgets be impacted over the next 5 years?

- Budget reductions become more difficult each year as the district gets smaller
- Some expenses are tied to the number of facilities to support

Budget Reductions:

<u>Per Timeless Model</u>	<u>% of Total</u>	<u>5-Year Total</u>
Instruction	63.0%	\$5,856,250
Student Support	7.0%	\$650,694
Instruction Support	5.0%	\$464,782
Administration	9.0%	\$836,607
Plant Operations	11.0%	\$1,022,520
Transportation	5.0%	\$464,782
	100.0%	\$9,295,635



Classroom Spending Targets 75.0%
Instruction 63.0%
Student Support 7.0%
Instruction Support 5.0%

Non-Classroom Spending Targets 25.0%
Administration 9.0%
Plant Operations 11.0%
Transportation 5.0%

2023-24 Expenditures - Plant Operations

91% of expenditures in the Plant Operations area are dependent on the number of facilities

2023-24 Actual Amount	% of Total	Expenditure Area
\$4.2	26.2% *	School-based Employee S&B
\$3.5	21.8% *	Electricity
\$2.7	16.8% *	Custodial Services
\$1.4	8.6% *	Insurance
\$1.2	7.8% *	Water/Sewer
\$0.6	3.7%	Other Costs - Not School-Based
\$0.5	3.2%	District-based Employee S&B
\$0.5	3.1% *	Grounds Maintenance
\$0.4	2.6% *	Supplies - Facility Repairs
\$0.3	2.0%	Phone
\$0.3	1.7% *	Repairs - School Related
\$0.2	1.3% *	Disposal Services
\$0.2	1.2% *	School Compliance Areas (Inspections/Permits)
\$16.0	100.0%	Total

\$14.6	91.1% *	Expenses that are based on the number of facilities
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Discussion

Take the next 20 minutes as a group to respond to the following:

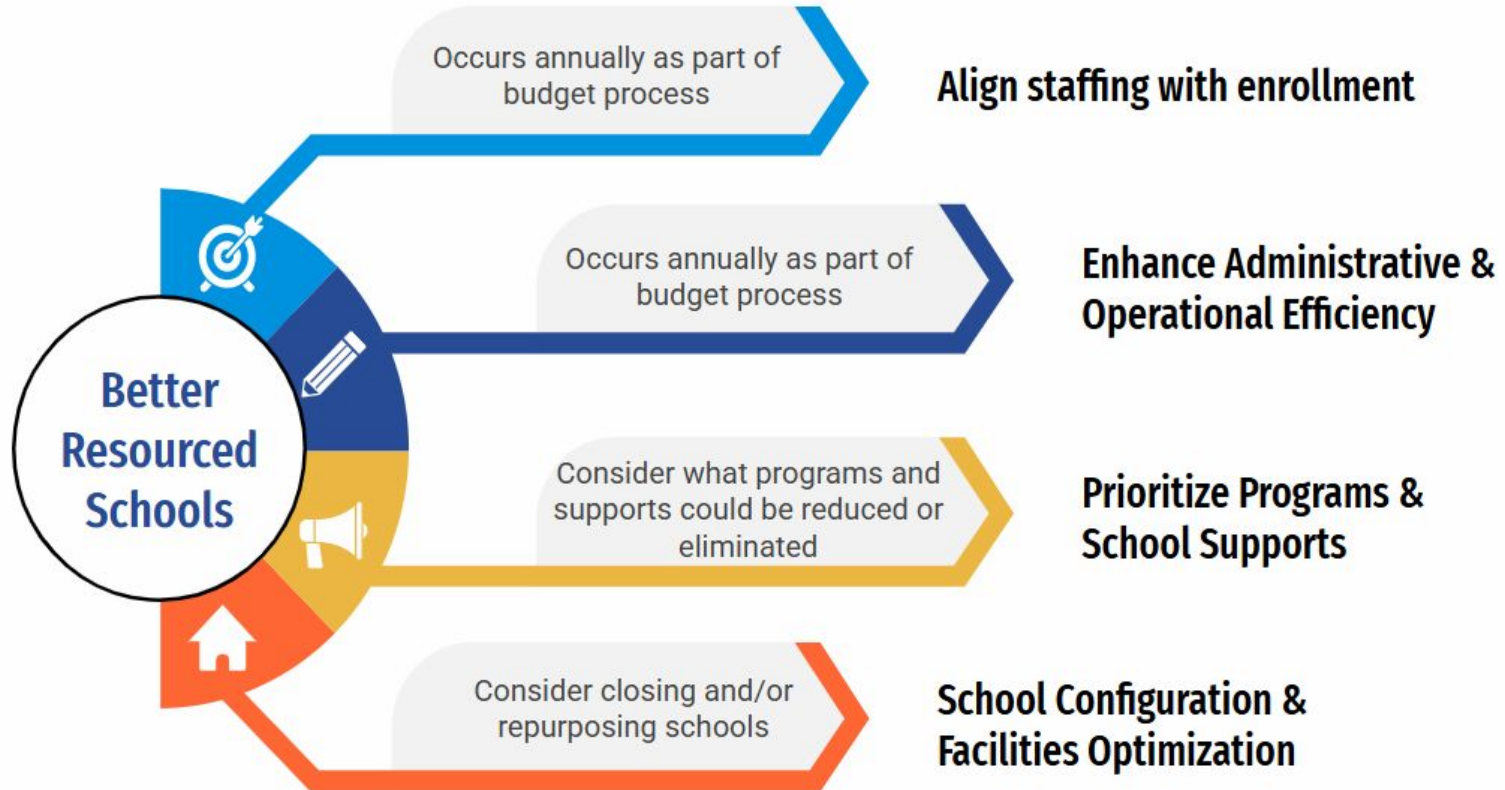
What are our takeaways from the enrollment recap and financial impact presentation?

Note: Have a member of the team record your answers on your butcher paper. Add your table number to your paper.



Strategic Levers

Strategic Levers



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Align Staffing with Enrollment

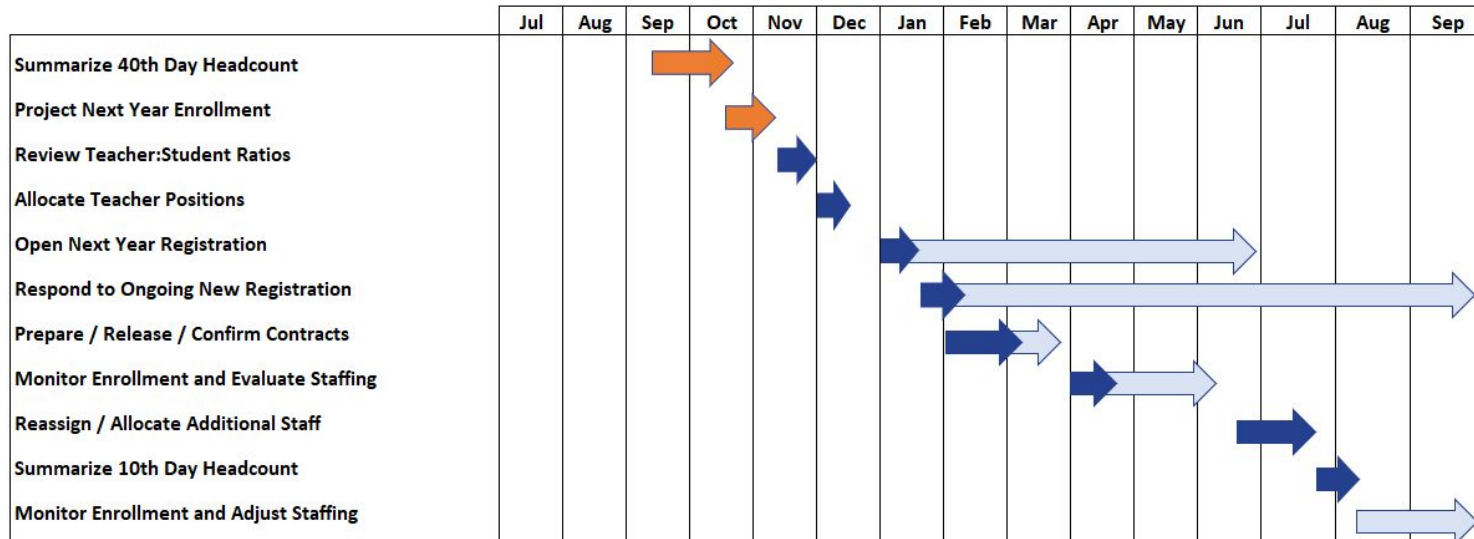
Timeline of Activities

Monitoring Enrollment and Reassigning Staff

Project Enrollment: 40th Day Headcount

Progress Monitor: February, April, and June enrollment checks

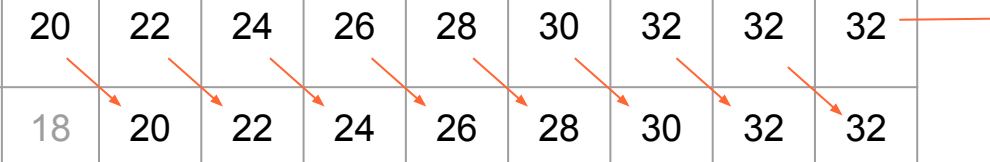
Final Staffing Assignments: 10th Day Headcount



Projecting Enrollment

A rollover methodology is used as the basis for projecting student enrollment for schools. Final projections utilize trend data and census information provided by the District's demographer as well.

	K	1	2	3	4	5	6	7	8
Current Year	20	22	24	26	28	30	32	32	32
Next Year	18	20	22	24	26	28	30	32	32



>99%

By comparing 40th Day Headcount to Projections, Kyrene experiences an accuracy rate of over 99% each year.

Class Size Ranges

Grade	Average Range	IA Range	Rise Up Avg Range	Rise Up IA Range
Grade K	21-23	24-25	19-21	22-23
Grade 1	21-23	24-25	19-21	22-23
Grade 2	23-25	26-27	21-23	24-25
Grade 3	25-27	28-29	23-25	26-27
Grade 4	27-29	30-31	25-27	28-29
Grade 5	28-30	31-32	26-28	29-30
Grades 6-8	30-32	n/a	28-30	n/a

Same!

Business rules
for Average Class Size

New!

Kyrene's Website
and Class Size

Kyrene Class Sizes

Class Size Ranges

Kyrene School District offers class sizes at each grade level that ensure comprehensive student support and meet the unique needs of each student and school.

This page contains information about class size ranges across grade levels in Kyrene. The ranges represent an average, not a minimum or maximum count. Classes may fall a little below or a little above the range. If class or grade level enrollment is above the range, the school may qualify for additional staffing. This may be an instructional assistant or a teacher, depending on grade-level enrollment, and is

Class Size Ranges and Staffing

Kindergarten

Estimated Class Size: 21-23

Possible Classroom Assistant: 24-25

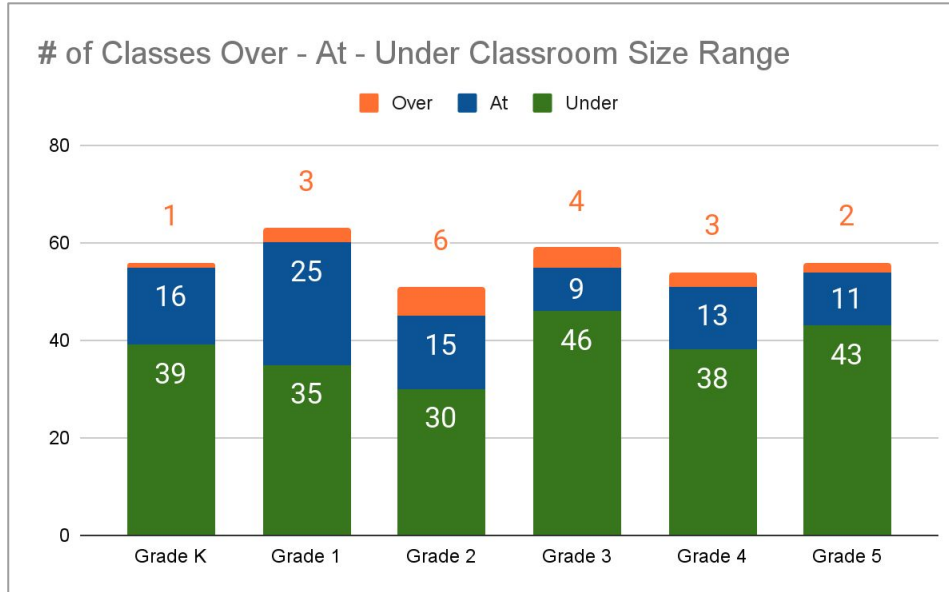
Possible Additional Teacher: 26+

Grade 1

Elementary Class Sizes

94%
at or under

Grade K 21-23	Grade 1 21-23	Grade 2 23-25	Grade 3 25-27	Grade 4 27-29	Grade 5 28-30
------------------	------------------	------------------	------------------	------------------	------------------



Number of of Classrooms (K-5) *Under, At, and Over the Grade Level Range*

The District's typical range for classroom size is only possible due to M&O override funding. Without this funding, the lower end of the range would increase by 2 for grades K-1 and increase by 1 for grade 2.

94% of all classrooms in the grades K through 5 are within or below the range for classroom size. The District allocates IA hours for schools when sections at a grade are greater than the top of the range by 1 -2 (Gr K) and 1-4 (Gr 1-5) students.

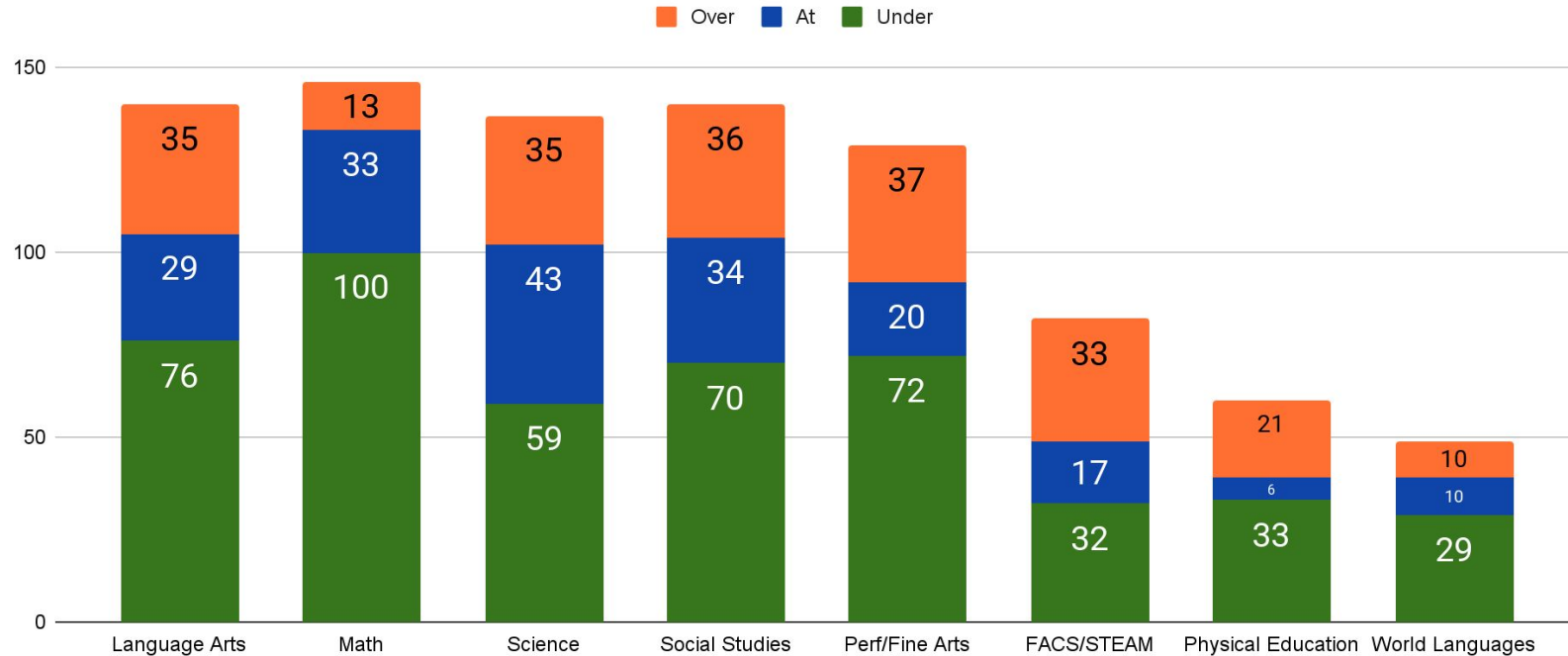
The District considers alternative staffing when class size exceeds the upper bounds of the IA allocations.

*The illustration shows the number of homeroom / general education classrooms. Data was extracted on April 16, 2025.
Rise-Up schools are staffed at reduced class sizes.*

Middle School Class Sizes

75%
at or under

of Classes Over - At - Under Classroom Size Range

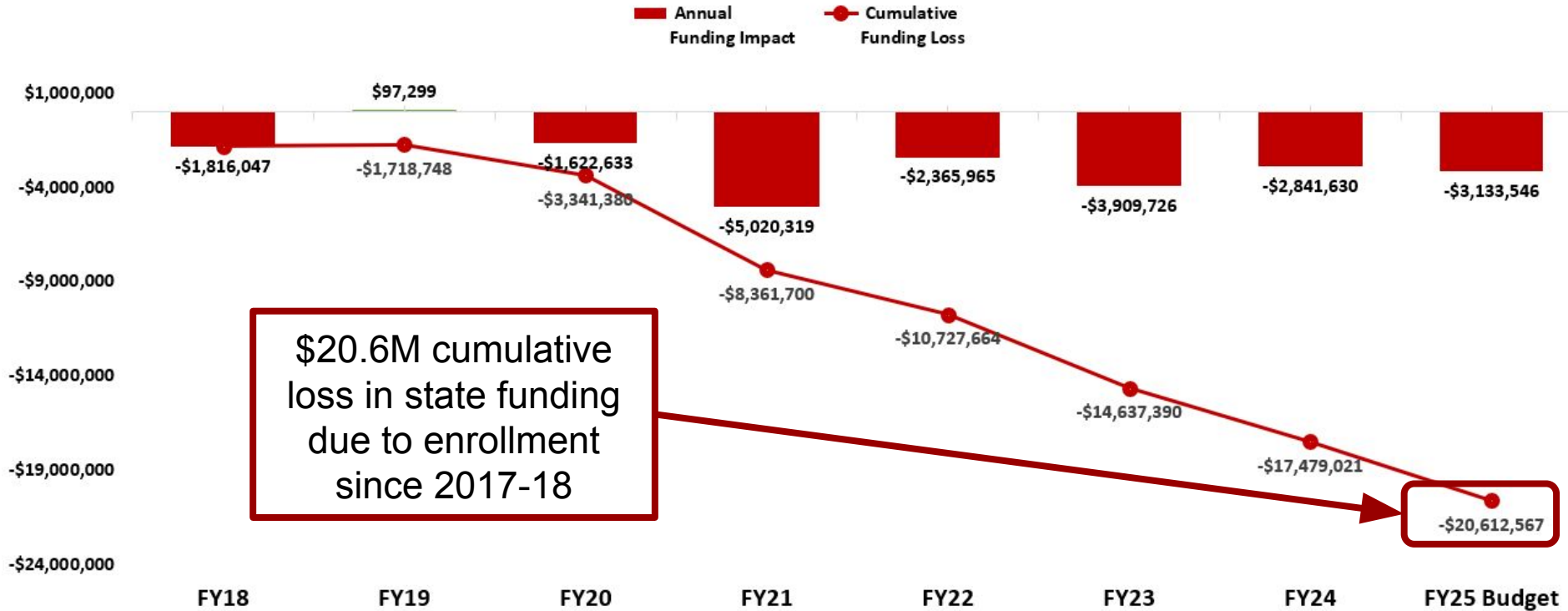


This illustration includes general education classes only. It does not include teaming models, specialized instruction nor advisory. Family and Consumer Science (FACS). Science Technology Engineering Arts and Math (STEAM). Performing and Fine Arts (Perf/Fine). Data was extracted on April 16, 2025. Rise-Up schools are staffed at reduced class sizes.

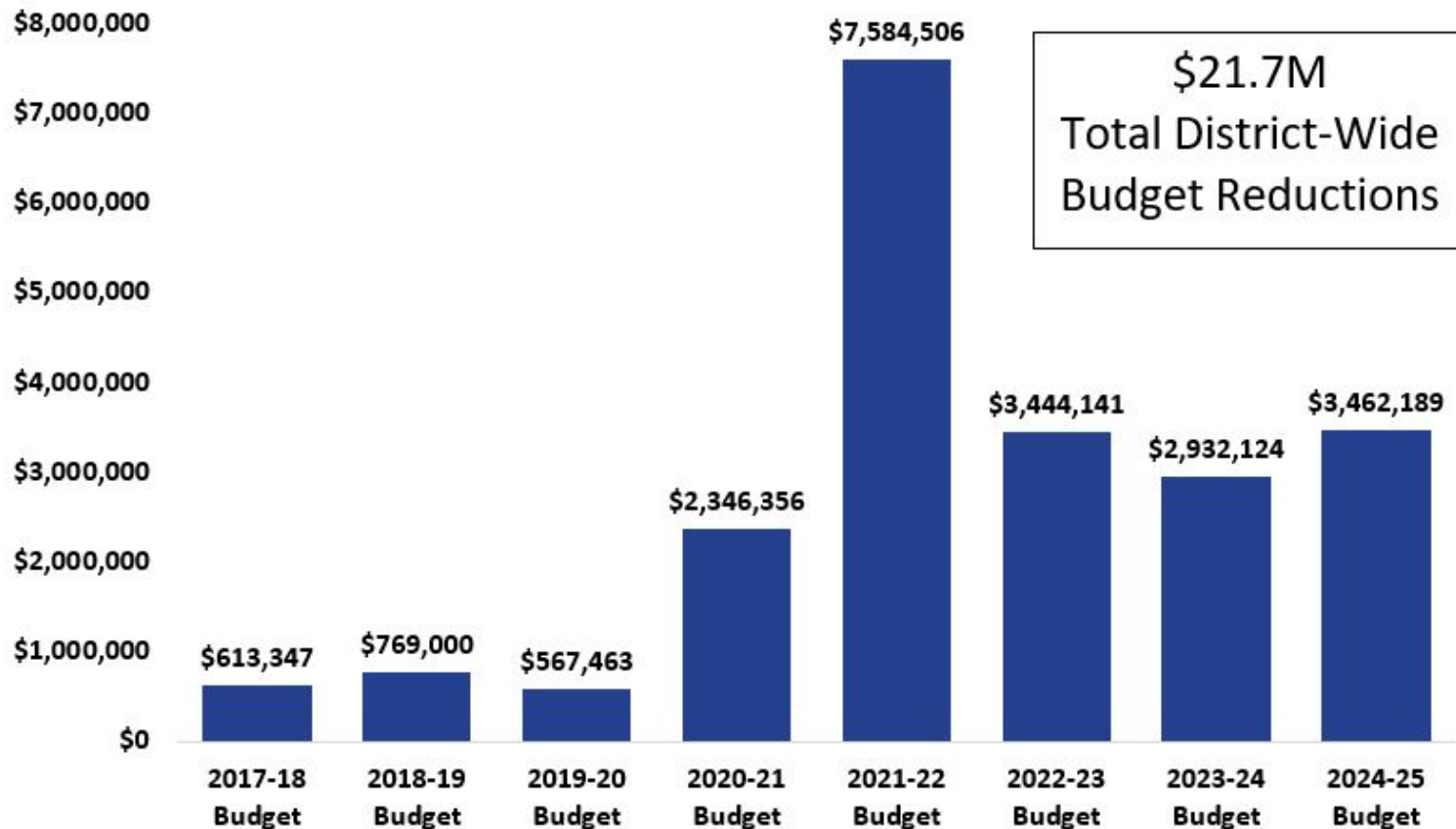


Enhance Administrative & Operational Efficiency

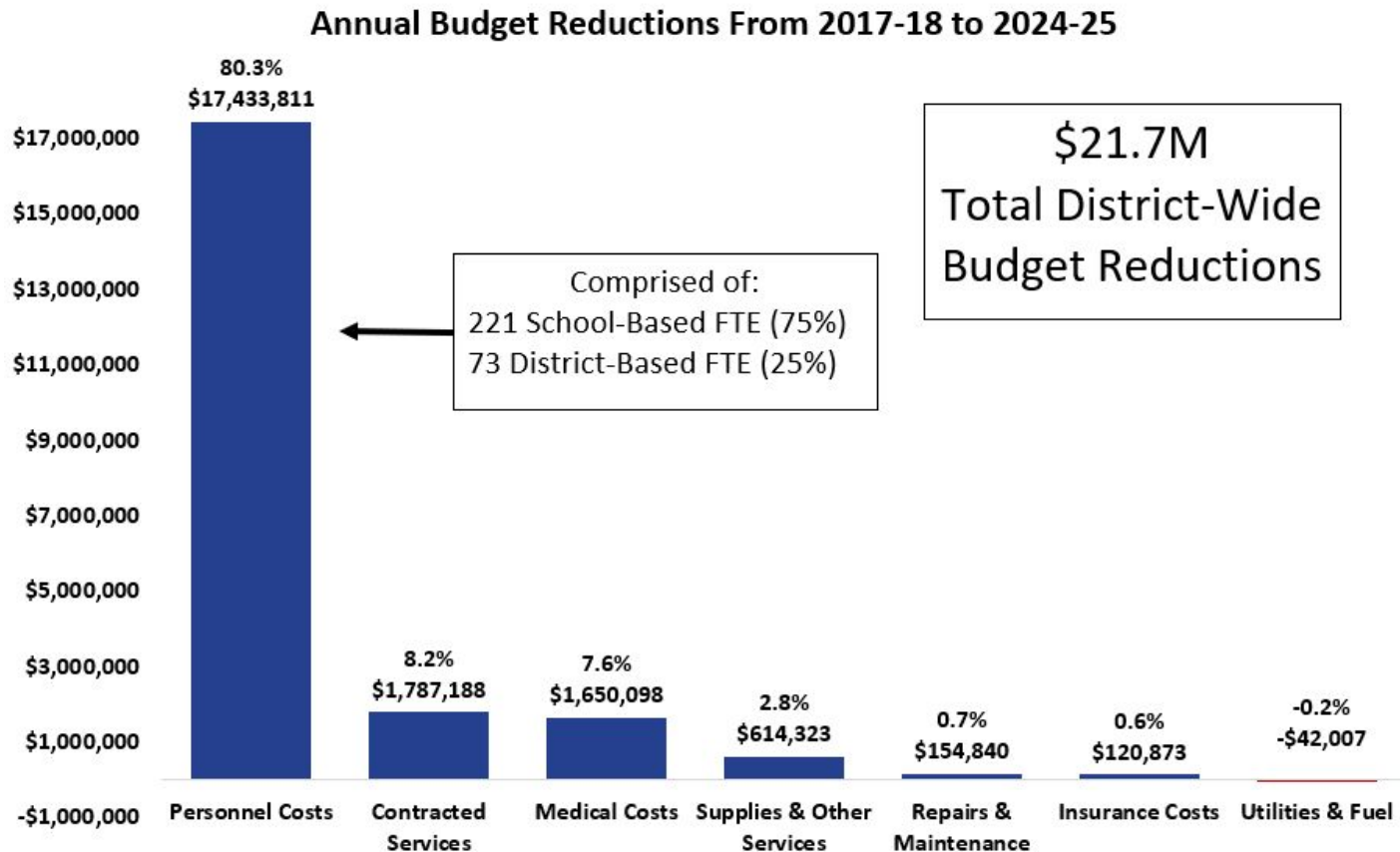
Historical State Funding Loss From Enrollment



Annual Budget Reductions - By Year



Annual Budget Reductions - By Area



Fiscal Steps Taken from 2015-16 Through 2024-25

\$21.7M

**Annual Budget
Reductions**

\$2.5M

**Other Budget
Reductions**

\$24.2M

**Total Budget
Reductions**

Annual Savings	Area	Employee FTE
\$1,170,000	Middle School model changes	23
\$700,000	Changes to bell schedule	20
\$433,594	Reduced fuel costs (propane)	NA
\$200,000	Reduced employee discounts	NA
\$2,503,594	Total	43

Note: Some expenses have also increased over this same time period due to things like:

- Employee compensation
- Lower K-2 class size
- Higher substitute pay
- Adding counselors

Annual Savings	Area	Employee FTE
\$13,363,647	School-based positions	220
\$2,921,203	District Office Positions	55
\$1,650,098	Lowering Medical Costs	NA
\$919,188	Contracted Services	NA
\$537,961	Employee costs not related to FTE	NA
\$452,736	Supplies & Other Services	NA
\$430,000	Changes to custodial contract and scope of work	NA
\$288,000	Lunch Porter support	NA
\$283,000	Outsourcing grounds department	11
\$203,000	Changes to transportation boundaries	7
\$161,587	School budget allocations	NA
\$154,840	Repairs & maintenance	NA
\$150,000	'Sealing' off unused building space	NA
\$125,000	Elimination of A-TIP Program	NA
\$120,873	Raising insurance deductibles	NA
\$21,716,133	Total	293

Positions Reduced Since 2015-16

District Office Positions

25%

Reduction

93 FTE Reduced vs
369 Current FTE

School-Based Positions

17%

Reduction

244 FTE Reduced vs
1,431 Current FTE

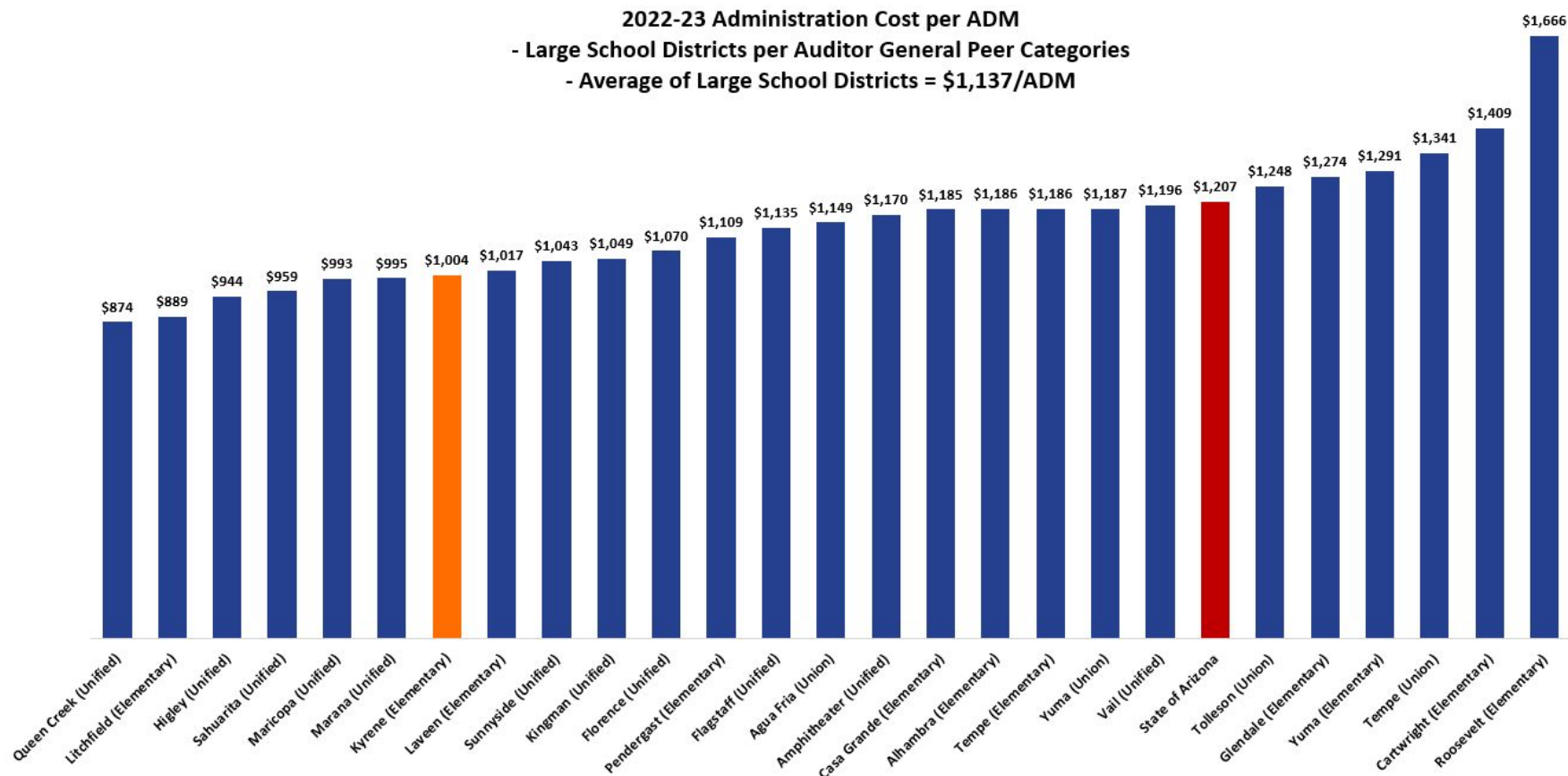
District-Wide Total

19%

Reduction

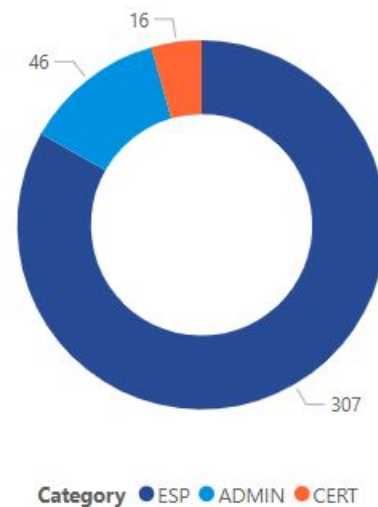
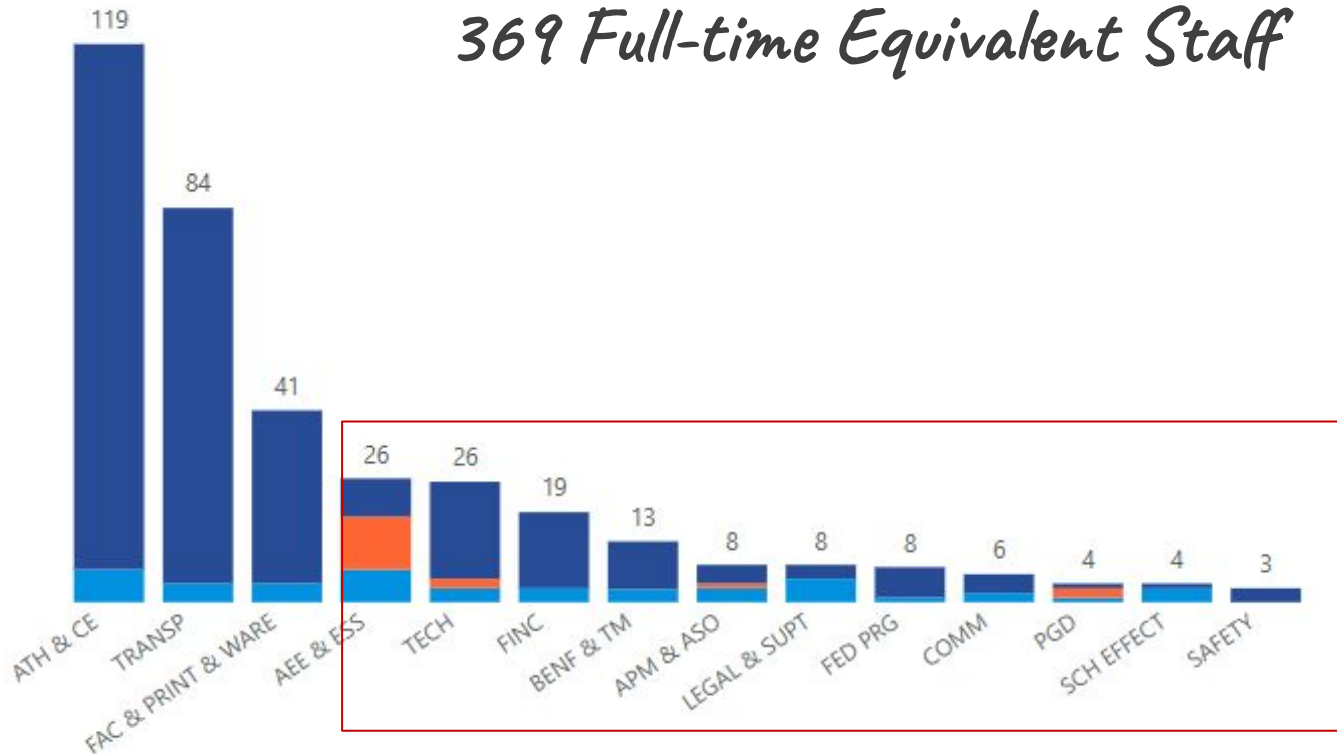
337 FTE Reduced vs
1,800 Current FTE

Peer Comparison Administration Cost per ADM



District FTE by Departments

369 Full-time Equivalent Staff





Program & Supports

Choice Opportunities in Kyrene



Choice Schools

K-5 Dual Language (LAG, NOR)
International Baccalaureate (KMS)
Traditional Academy (KTA)
Innovation Academy (MAN)

Choice Programs

Gifted Self-Contained (MIR, MON)
Arts Integration (PAL)
Computer Science Immersion (MAR)
AVID (APR, AKI, BRI, CEN, KTA)
Leader in Me (ALT, CER, MIR, PUE)
6-8 Dual Language Track (AKI, KMS)
Signature Preschools



Potential Reductions to Programs & Supports

School-Based Reductions

- **Class Size Increases**
- Reduction of **Special Area Teachers** (*Art, Music, Physical Education*)
- Fewer **Middle School Electives** (*Currently two per student*)
- Cuts to **Academic Intervention** (*Certified teachers, instructional assistants, intersession programs*)
- **Counselor Positions**
- **Athletics** Programs
- Reduction of **Academic Behavior Specialists** (*Middle School*)
- **Assistant Principal Positions**

District-Level Reductions

- **Curriculum Facilitators**
- **District Coordinators**
- **Technology Support Personnel**
- **Administrative Staff** (*Administrators and Support Staff*)

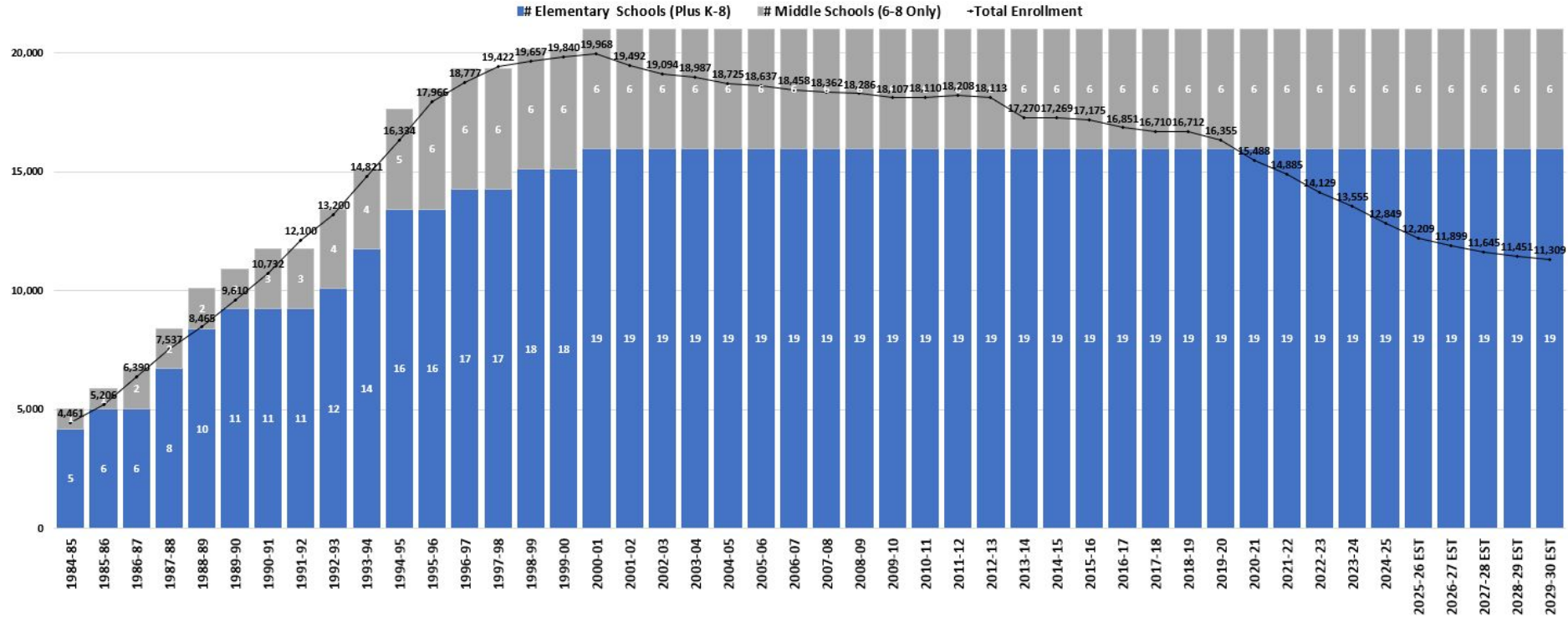
Programmatic Reductions

- Limiting or phasing out **Choice Schools & Programs**
- Reducing **Stipends** (*Leadership, hard-to-fill roles, dual language, lead teachers*)

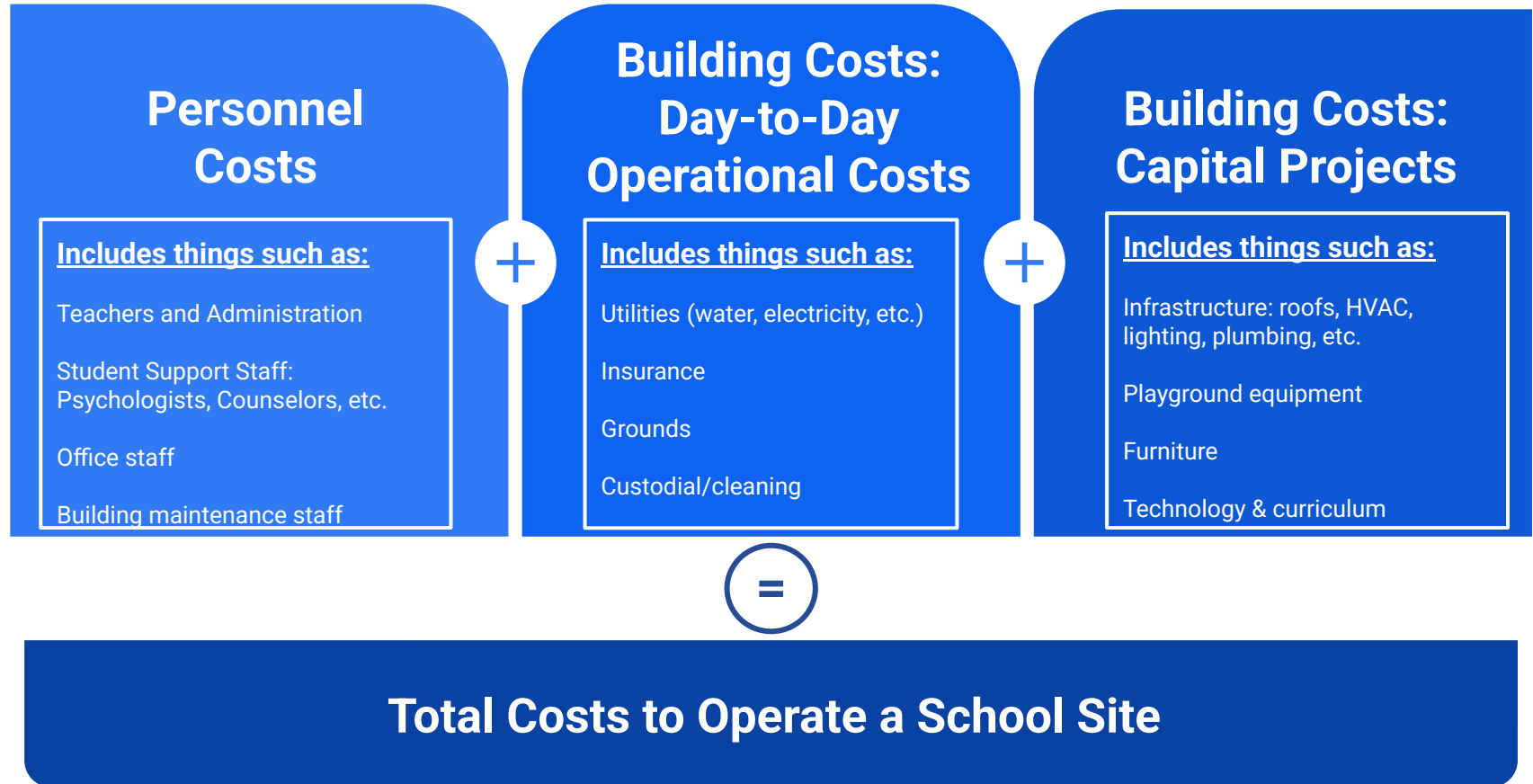


Facility Optimization

Historical Enrollment vs Number of School Locations



Costs directly involved with operating a school site



Costs that could potentially be reduced

What costs could be potentially be reduced from Kyrene's budget if a school site was closed?

- Depending on the outcome of the building, the following costs could be reduced and/or eliminated:
 - Personnel costs
 - Building costs: day-to-day operational costs
 - Building costs: capital projects
- Estimated amounts are presented on the following slides

Building Costs: Personnel

**Elementary &
K-8 Schools**

\$500K

Average per year



**Middle
Schools**

\$800K

Average per year



Funding comes from
Maintenance & Operations
(M&O)

Some school personnel
would move to another
school in the event it was
closed

Other things to consider:

These estimated amounts would be reduced from Kyrene's
budget if a school site was closed

Building Costs: Day-to-Day Operational Costs

**Elementary &
K-8 Schools**

\$300K

Average per year

**Middle
Schools**

\$500K

Average per year

Funding comes from
Maintenance & Operations
(M&O)

Middle school amounts are
larger due to the size of the
facilities



Other things to consider:

These estimated amounts would remain in Kyrene's budget as long as Kyrene owns and operates the building

Building Costs: 10-Year Capital Project Costs

**Elementary &
K-8 Schools**

\$5.6M

**10-Year Average
per School**

**Middle
Schools**

\$12.8M

**10-Year Average
per School**

Funding comes from
bonds, capital override, or
district additional
assistance (state capital
funding)

Costs are averaged over a
10-year period due to
year-to-year variations in
capital projects

Other things to consider:

These estimated amounts would remain in Kyrene's budget as long as Kyrene owns and operates the building

Summary

	Elementary School	Middle School	Funding Source
Building: Personnel Costs	\$500,000	\$800,000	Maintenance & Operations (M&O)
Building: Day-to-Day Operational Costs	\$300,000	\$500,000	Maintenance & Operations (M&O)
Total	\$800,000	\$1,300,000	Maintenance & Operations (M&O)

Amounts would remain in Kyrene's budget as long as Kyrene owns and operates the building

Some costs may take multiple years to be reduced or eliminated

Amounts would remain in Kyrene's budget as long as Kyrene owns and operates the building

Building: Capital Projects	\$5,600,000 (10-year total)	\$12,800,000 (10-year total)	Capital Funding: • Bond • Capital Override • District Add'l Assistance (state funded capital)
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Discussion

Take the next 30 minutes as a group to respond to the following:

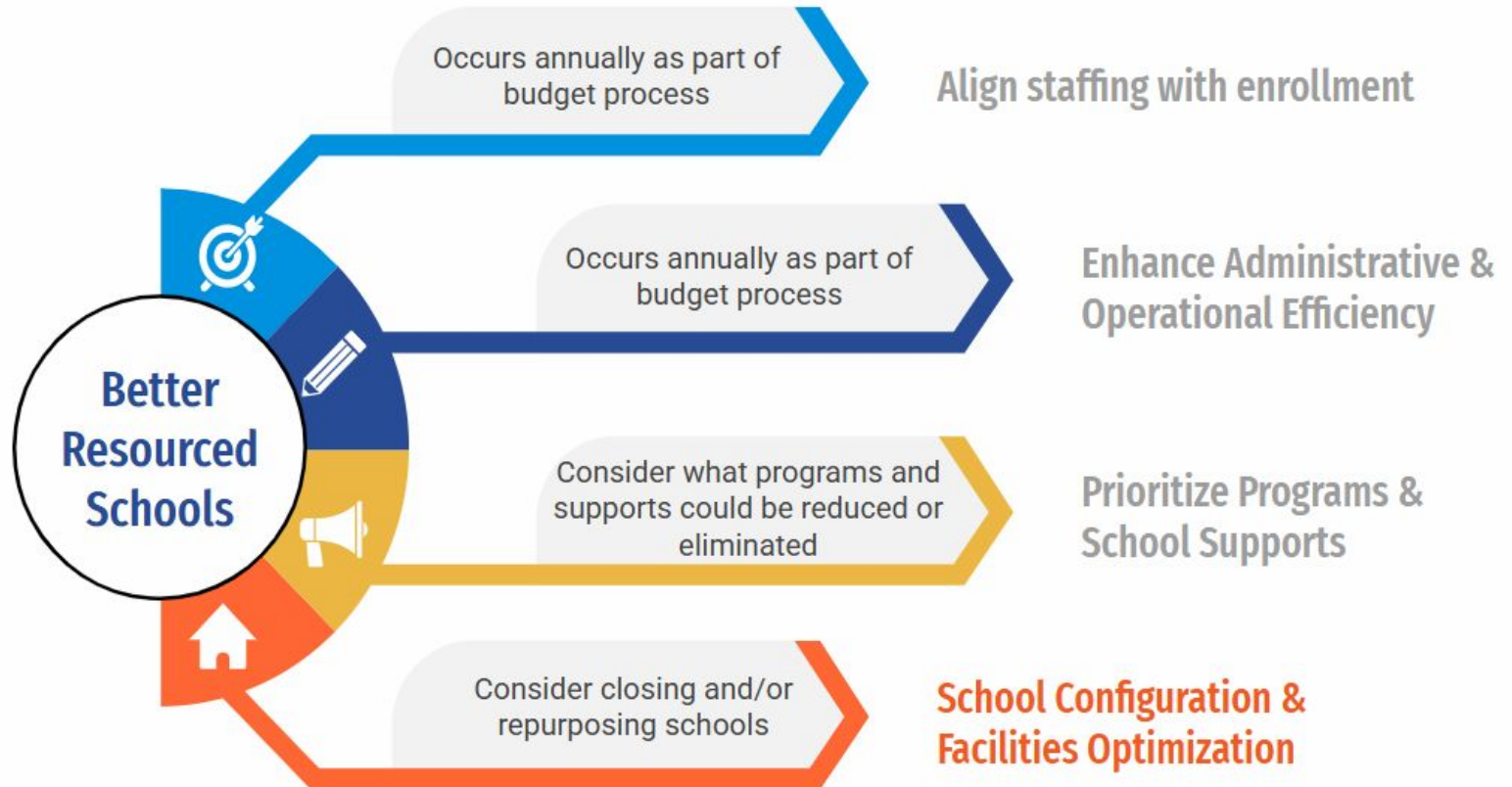
What are your initial thoughts, reactions, and/or questions regarding executing levers 3 (Prioritize programs and school supports) and 4 (School configuration and facility optimization) to maintain the timeless spending model and preserve the Kyrene experience?

Note: Have a member of the team record your answers on your butcher paper. Add your table number to your paper.



Next Steps

Strategic Levers



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