



Long Range Plan

Meeting 1
February 26, 2025

Meeting Agenda

- Welcome and Introductions
- Purpose & Role of Members
- Demographic & Enrollment Study (Applied Economics)
- Overview of Kyrene Budget
- Closing

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



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*May need to change date



Introductions



Purpose & Role of Members

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.



Questions?

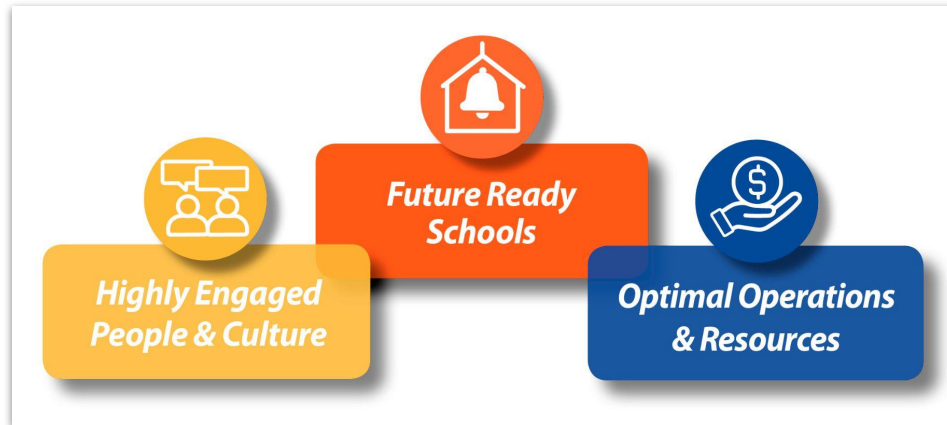
If you have a question during the presentations, please fill out a question card at your table.

Any questions you have after the meeting please send an email to nmoser@kyrene.org.

Some questions may be answered in future meetings.

Strategic Plan Initiative

Develop and implement a long-range plan that address projected enrollment trends and maximizes the use of schools and facilities.



Why the need for a long range plan?

1. Ensure Quality Education

- a. Fewer students in a building can affect access to specialized programs, course offerings, electives/specials, extracurriculars, and support services.
- b. Schools with fewer students will reduce staff to match enrollment and may lead to larger class sizes.
- c. Addressing enrollment trends through a long-range plan will help to maximize educational and extracurricular offerings for all students.

2. Optimize Space & Resources

- a. Declining enrollment results in underutilized facilities and leads to inefficient use of funding, staff, and facilities.
- b. Schools still incur maintenance and operational costs for these underutilized spaces, diverting funds that could be used for instructional resources and programs.
- c. Efficient use of buildings focuses resources on students rather than maintenance.

Why the need for a long range plan? (Cont)

3. Support Financial Stability

- a. Schools face financial pressure when buildings operate below capacity.
- b. Maintaining a balanced budget in line with the timeless spending model preserves funds for the classroom.
- c. Reduced building costs leads to lower bond tax rates.

4. Ensure Community Engagement

- a. Community-supported solutions are more sustainable and effective.
- b. Community input helps to minimize disruptions to families and neighborhoods.
- c. A number of potential changes may *require* community involvement.

5. Plan for Future Needs

- a. Enrollment trends may continue to shift; a long-term plan allows flexibility.
- b. 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.



Demographic & Enrollment Study



BREAK



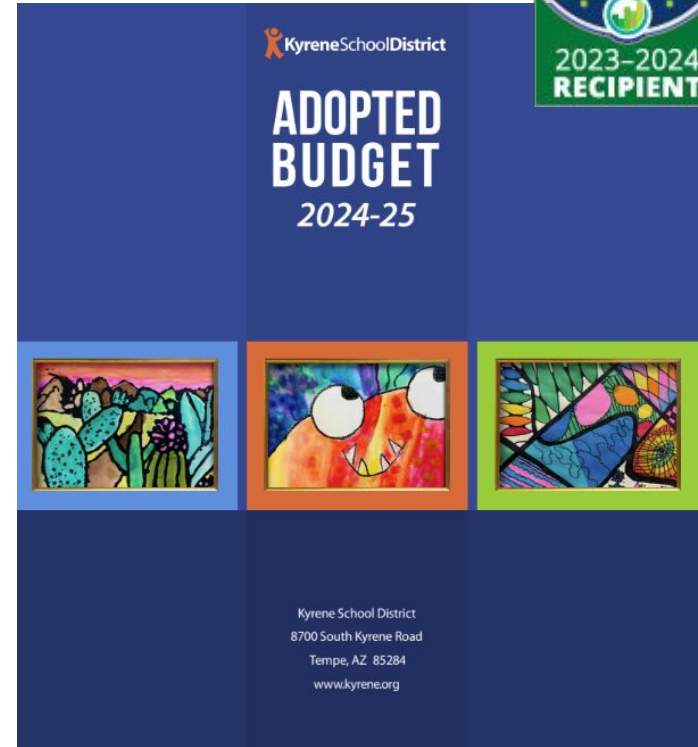
Budget Overview

Budget Annual Report

**Kyrene is the only school district in
Arizona to receive this award**

Available on Kyrene's website:

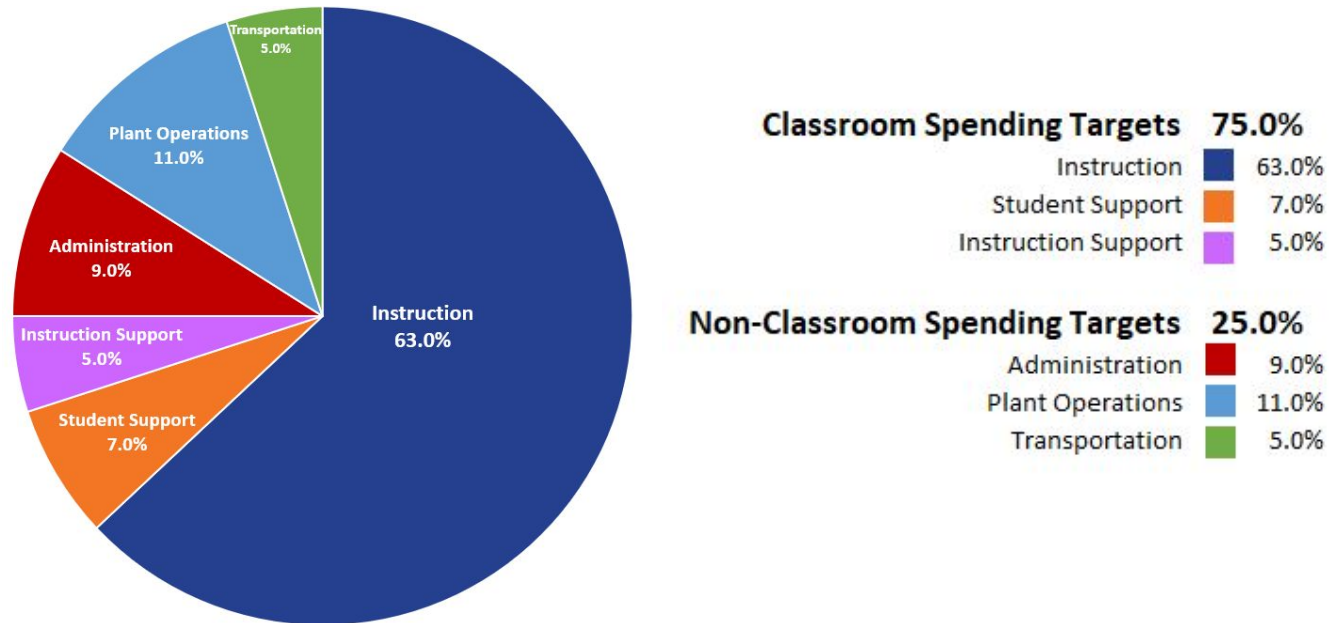
About Kyrene - Budget Information



Timeless Spending Model

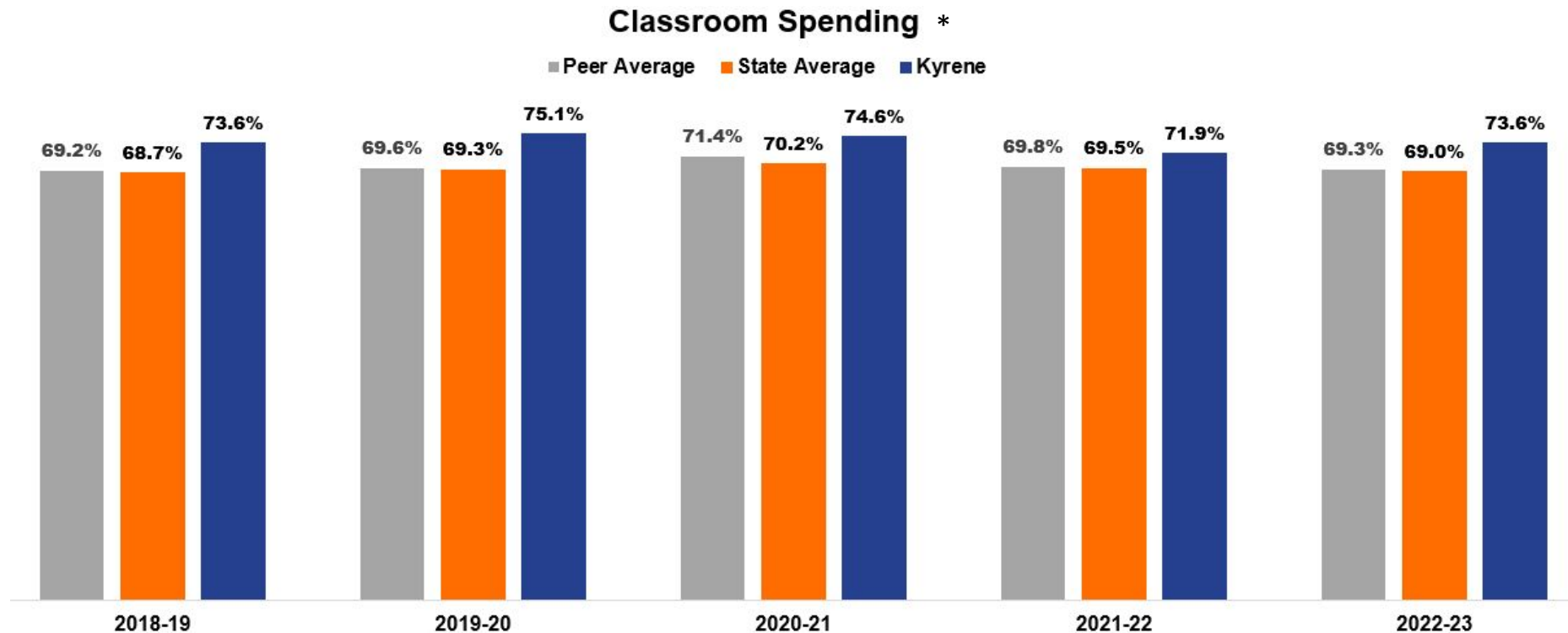
Kyrene has developed a 'Timeless Spending Model' for budgeting and resource allocations

- 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 equitably 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.

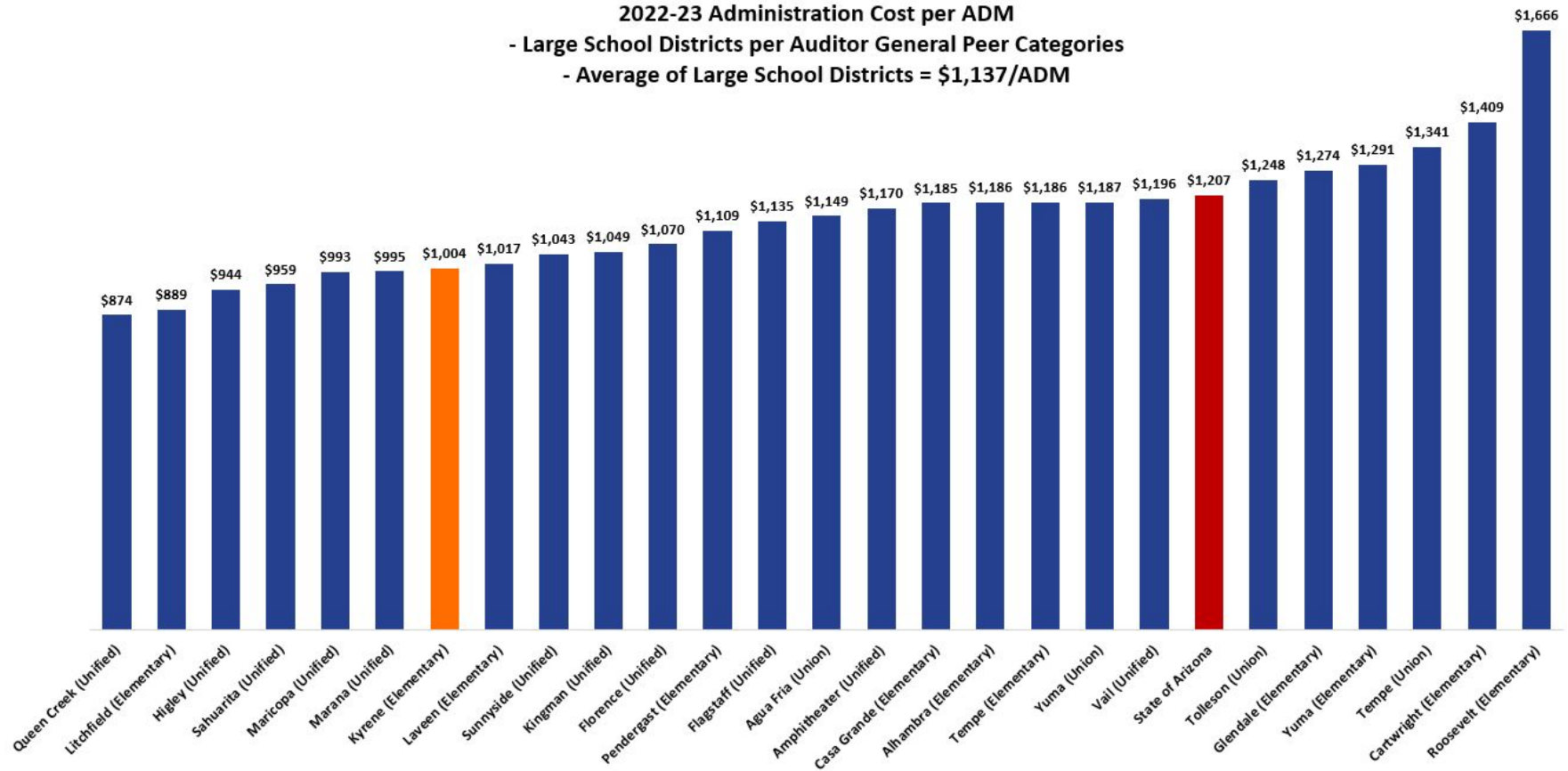
Kyrene Classroom Spending - per Auditor General



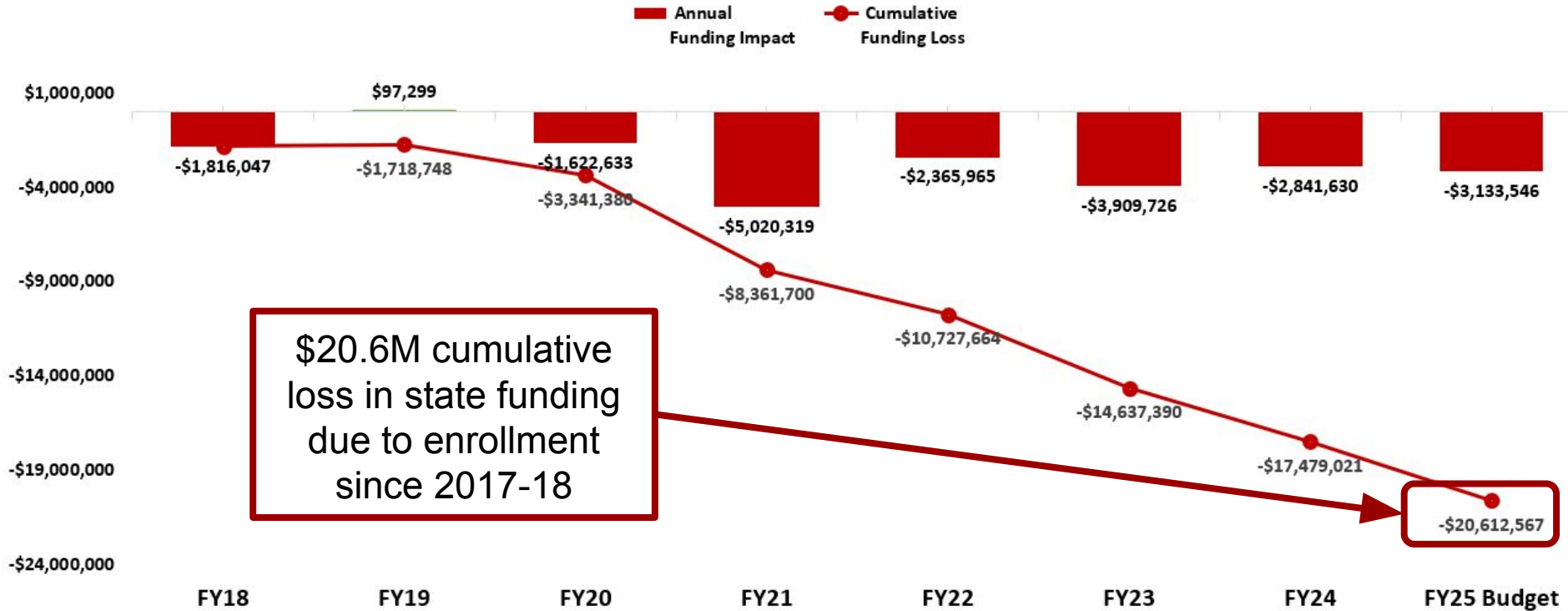
Note: Lower Kyrene percentage due to COVID impact on food service which is included in the Auditor General's classroom spending calculation.

* Auditor General includes Food Service costs in the classroom spending calculation

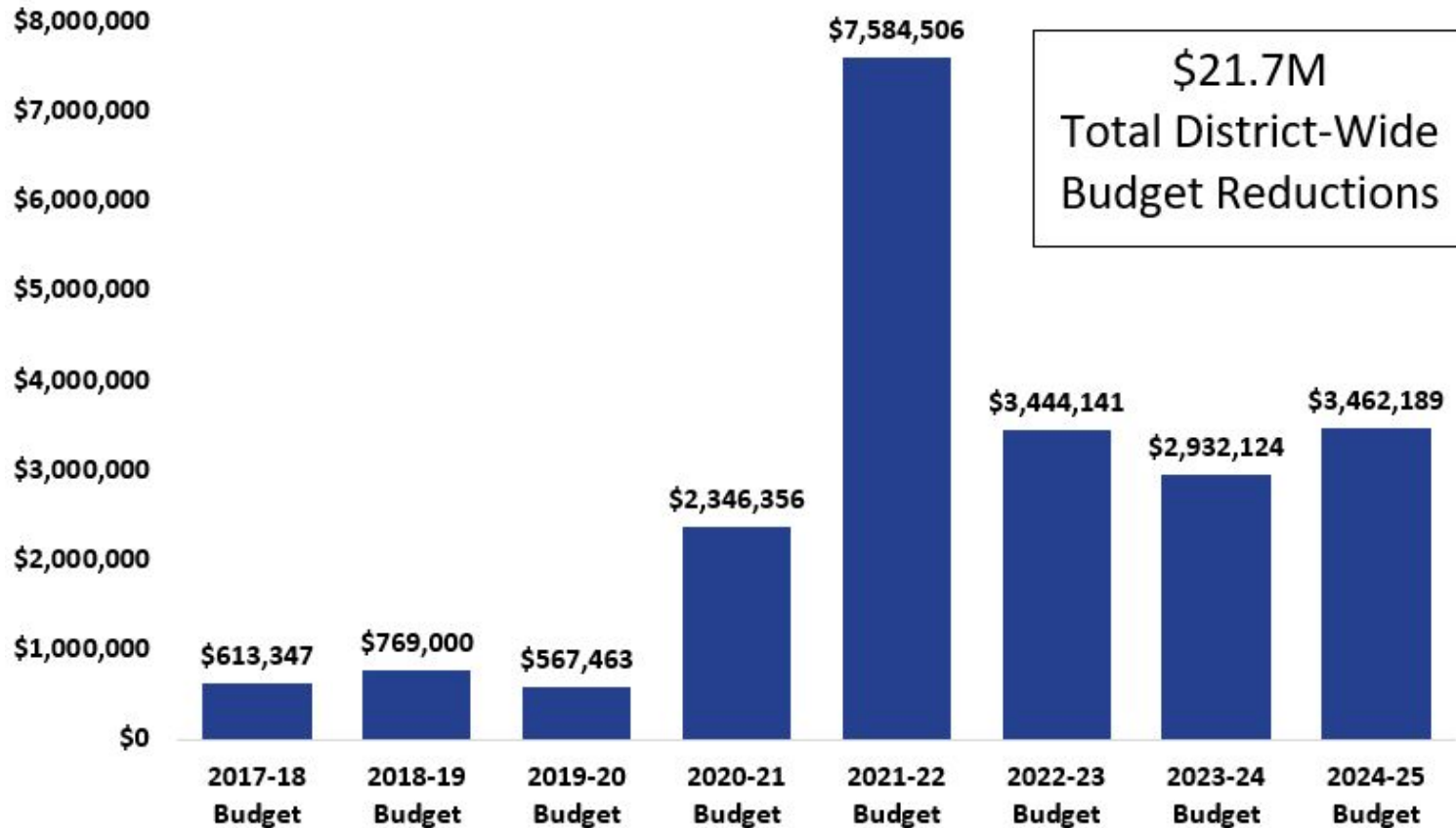
Peer Comparison Administration Cost per ADM



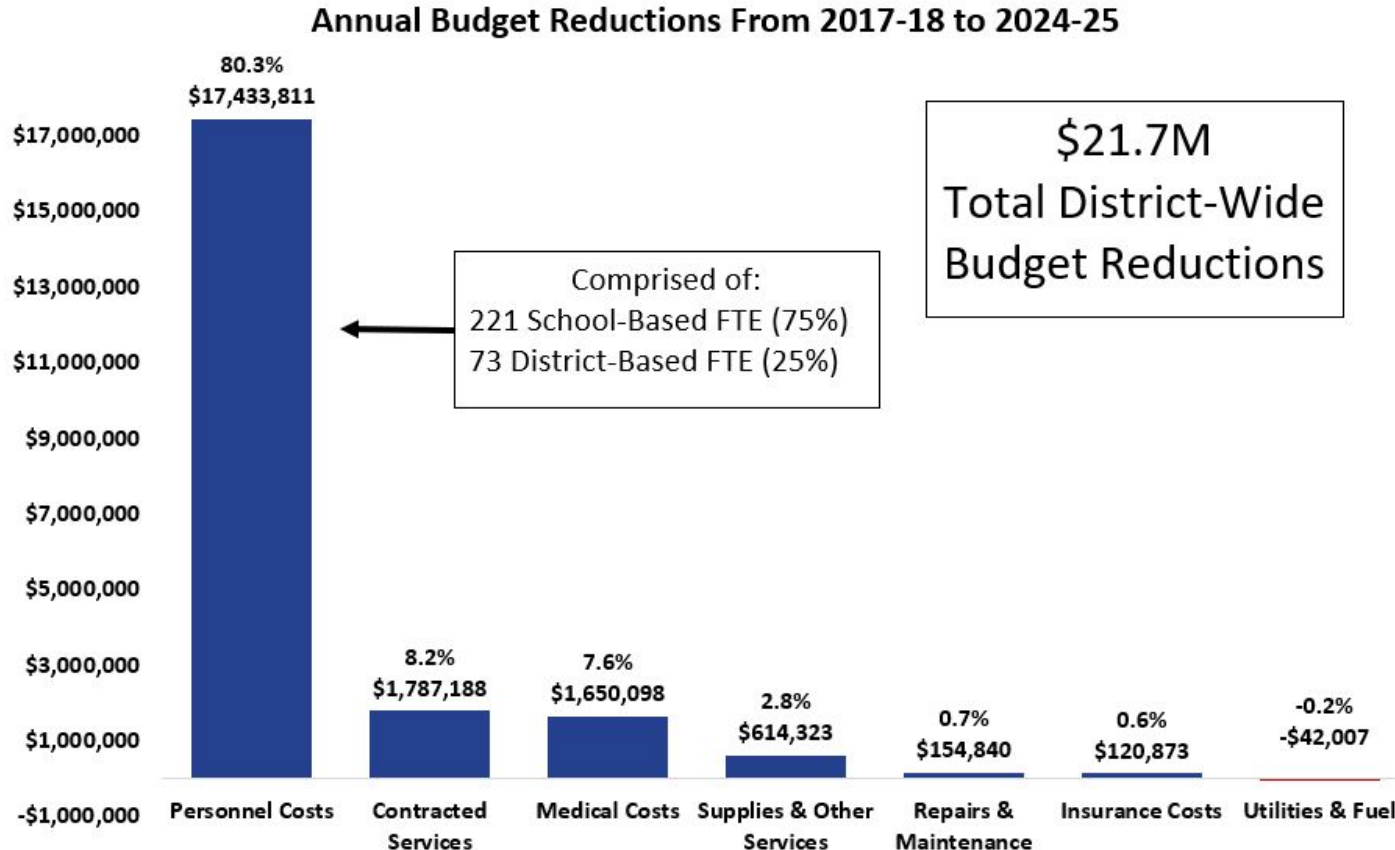
Historical State Funding Loss From Enrollment



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**

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

\$24.2M

**Total Budget
Reductions**

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 2017-18

District Office
Positions

27%

Reduction

93 FTE Reduced vs
342 Current FTE

School-Based
Positions

17%

Reduction

244 FTE Reduced vs
1,459 Current FTE

District-Wide
Total

19%

Reduction

336 FTE Reduced vs
1,801 Current FTE

What enrollment efforts have been made?

Expanded Opportunities

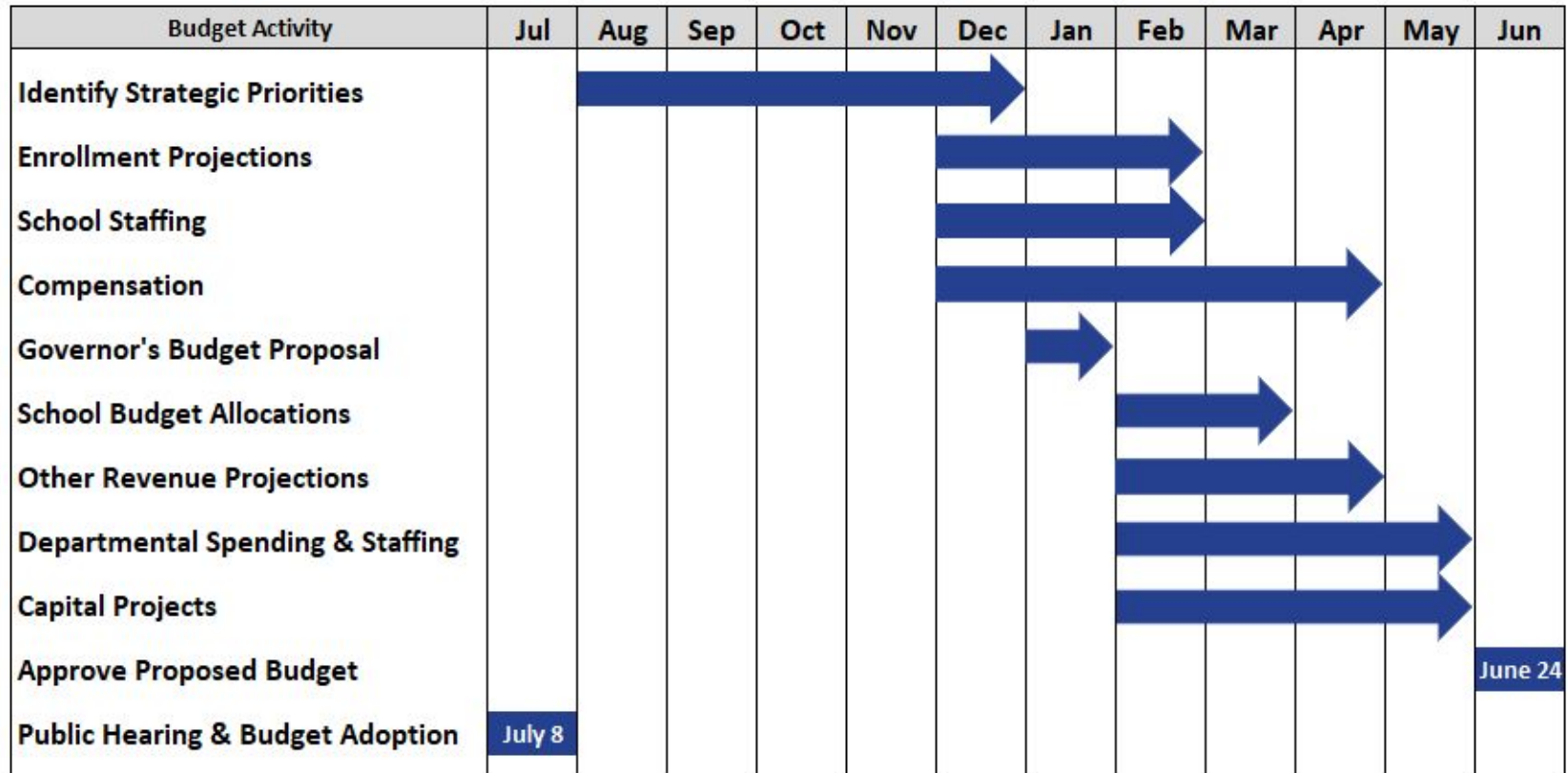
- Special programs/choice opportunities (Dual Language, Innovation, Traditional Academy, etc.)
- Preschool expansion to more elementary campuses

Marketing

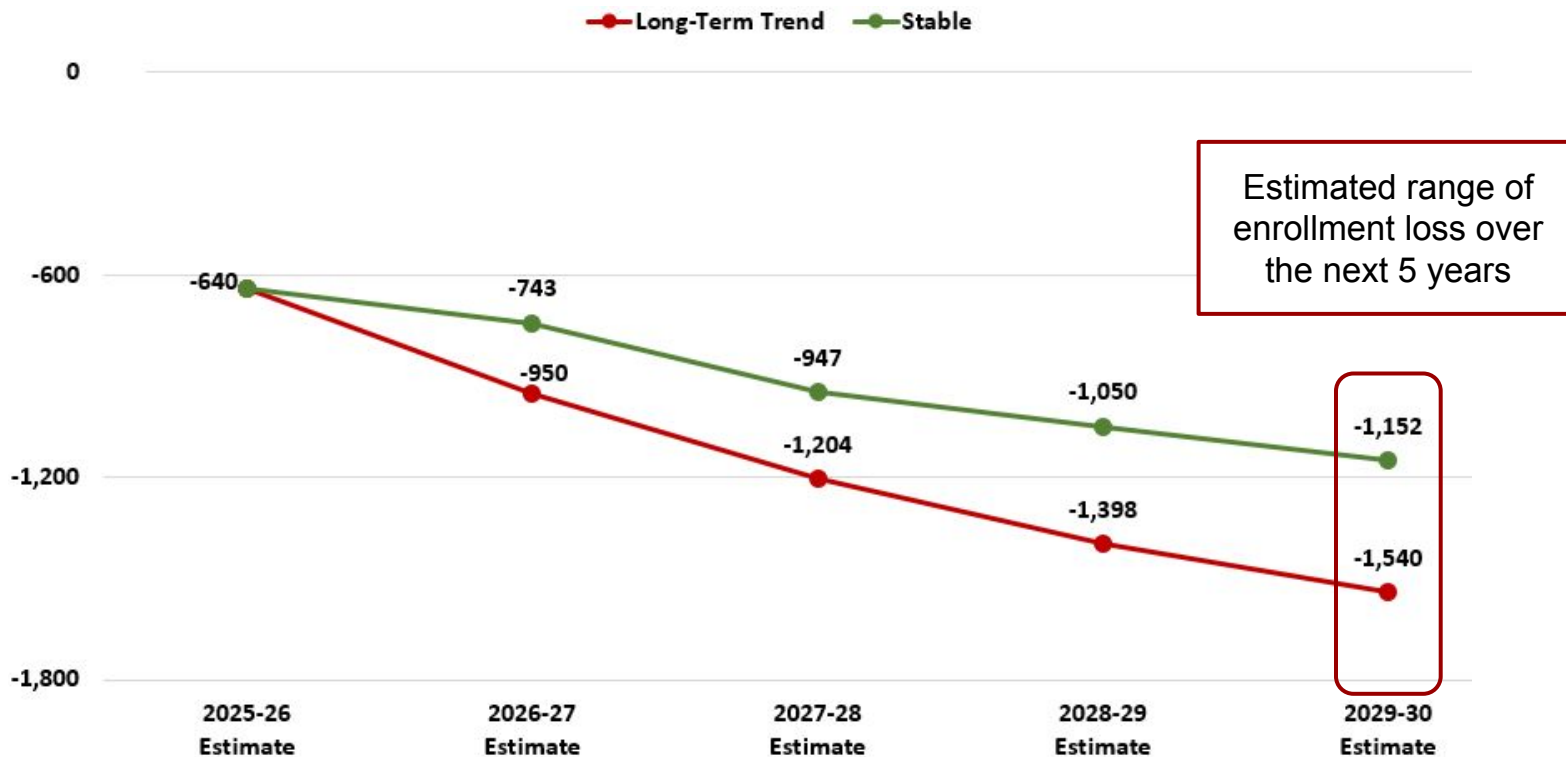
- Paid advertising (print, digital, video, display, etc)
- Unpaid promotion (earned media, social, awards, organic)
- Data-driven advertising decisions to maximize impact
 - Enrollment survey for new families to track impact
 - Use of QR codes to track non-digital advertising
- 2023 and beyond: Targeted K-1 service rate campaign
 - Early learning center outreach
 - Targeted internal preschool retention
- New this year: Zillow ads



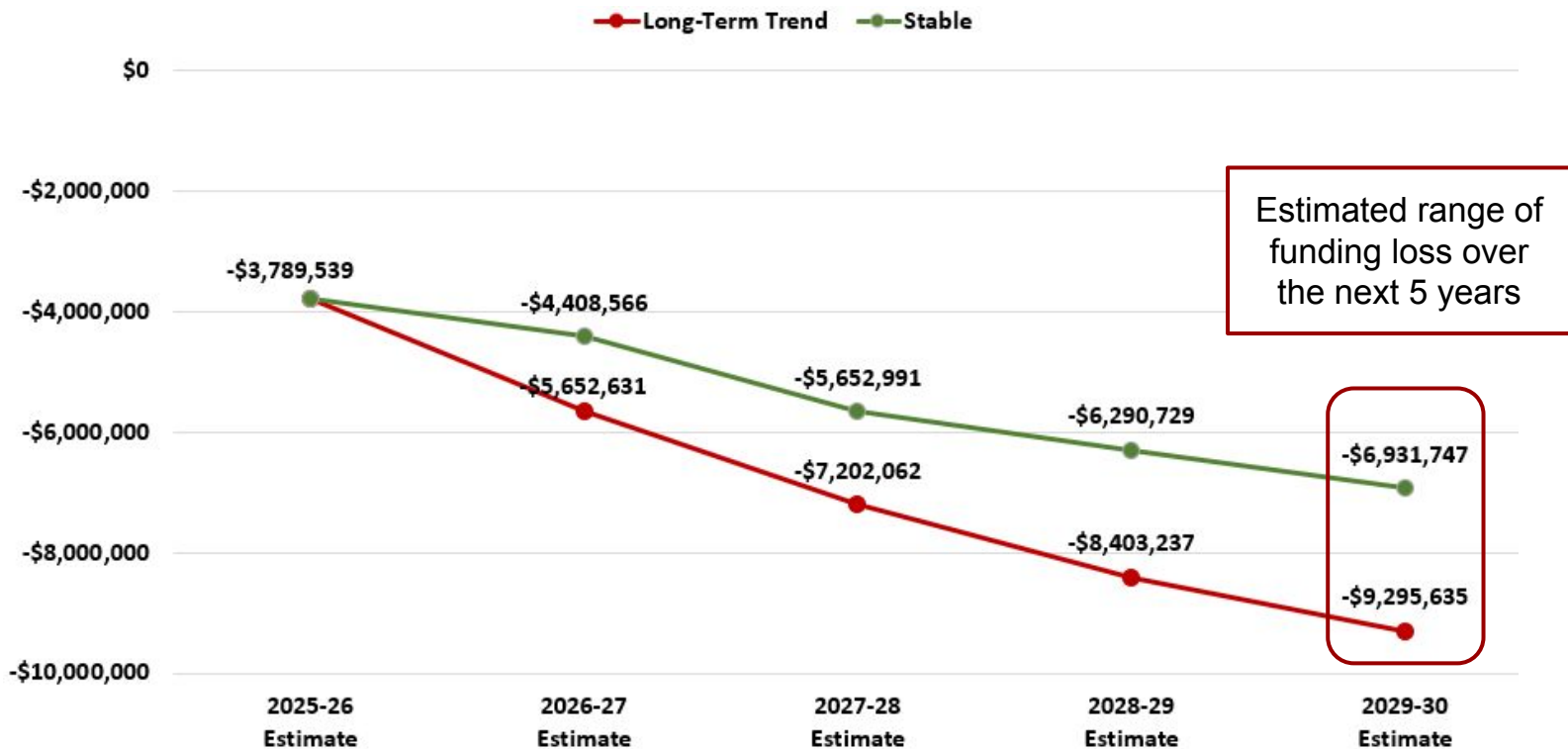
Budget Timeline



Estimated Future Enrollment Change: Cumulative vs 2024-25



Estimated Funding Loss From Enrollment: Cumulative vs 2024-25



Budget “Targets” - Timeless Model

	<u>2025-26 Estimates</u>	
Funding Loss - Enrollment	\$3,985,000	Allocate according to Timeless Model *
Funding Loss - M&O Override	\$215,000	Allocate 100% to 1000-Instruction
Total Expenditure Reductions Needed	\$4,200,000	

	<u>Timeless Model Category</u>	<u>% of Total</u>	<u>\$ Amount</u>		<u>Classroom vs Non-Classroom:</u>	
1000	Instruction	63.0%	\$2,725,550	}	\$3,203,750	Classroom Spending Amounts
2100	Student Support	7.0%	\$278,950			
2200	Instruction Support	5.0%	\$199,250			
2300-2400-2500	Administration	9.0%	\$358,650	}	\$996,250	Non-Classroom Spending Amounts
2600	Plant Operations	11.0%	\$438,350			
2700	Transportation	5.0%	\$199,250			
	Total	100.0%	\$4,200,000		\$4,200,000	Total Amount

* Calculated vs. prior year budgeted enrollment

Topic Reflections

K W L

Topic:

K What I know

W What I wonder

L What I learned



Closing

March 26 Meeting Agenda

- Address any remaining questions from February 26 meeting
- Overview of Override Election Information

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

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