

## **Work Session**

Monday, February 12, 2024 5:00 PM

ECC 350, 5701 Normandale Road, Edina, MN 55424

I. **Determination of Quorum and Call to Order**

II. **Approval of Agenda**



DEFINING EXCELLENCE

**School Board Work Session  
Monday, February 12, 2024; 5:00 PM  
ECC Room 350**

**I. Determination of Quorum and Call to Order**

**II. Approval of Agenda**

**III. Discussion**

**A. International Travel**

**Description:** In accordance with Policy 538, the following international student travel experiences for Edina High School and Valley View Middle School students have received support from the schools' administration.

- Edina High School, Vancouver, January 2025
- Valley View Middle School, Montreal/Quebec, June 2025

**Presenter(s):** Jody De St. Hubert, Director of Teaching and Learning

**B. Preliminary Cost Containment Recommendations - Fiscal Year 2025**

**Description:** The District administration's revenue and expenditure assumptions for the 2024-2025 school year are estimated to result in the District's unassigned fund balance being below the minimum level required by Board policy. In order to adhere to policy and maintain the District's long-term financial stability, the District administration recommends containing costs in the amount of \$3,620,000.

**Presenter(s):** Mert Woodard, Director of Finance and Operations

**IV. Leadership and Committee Updates**

**V. Superintendent Updates**

**VI. Adjournment**

### III. Discussion

#### III.A. International Travel

##### III.A.1. Edina High School, Vancouver, January 2025



**Board Workshop Date:** 2.12.24

**Title:** Vancouver, Canada - International Travel Request - Edina High School Model U.N. - Brad Dahlman

**Type:** Discussion

**Background:** In accordance with Policy 538, the following international student travel experience for up to 24 Edina High School Students students for up to one week in January 2025 has received support from the school's administration. Participating students will miss 2 school days for this travel experience.

This conference experience is coordinated by Model United Nations Vancouver, an organization that provides students with the ability to participate in a Model United Nations conference with students from around the world.

**Summary of the Travel Experience:** Sample Summary of 2024 Conference

Saturday, January 27	
9:00 am – 10:30 am	Committee Session IV
10:30 am – 11:00 am	Break
11:00 am – 12:30 pm	Committee Session V
12:30 pm – 2:00 pm	Lunch
2:00 pm – 4:00 pm	Committee Session VI
4:00 pm – 4:30 pm	Break
4:30 pm – 7:00 pm	Committee Session VII
7:00 pm – 8:30 pm	Dinner
8:30 pm – 10:30 pm	Delegate Social <i>Delegates must carry their name tags in order to be admitted to the event.</i>
11:30 pm	Curfew <i>Delegates must be in their hotel rooms by this time.</i>

*The University of British Columbia (UBC) will be holding an information session from 8:30 pm – 9:30 pm in Regency B on the third floor.*

### Sunday, January 28

8:00 am – 10:00 am	Morning Crisis <i>All luggage should be brought down to the Georgia Ballroom on the second floor before this committee session.</i>
10:00 am – 10:30 am	Break
10:30 am – 12:00 pm	Committee Session VIII
12:00 pm – 2:00 pm	Lunch
2:00 pm – 3:30 pm	Closing Ceremonies

**Overview of Standards that will be taught on the Travel Experience:** Students work on the four foundational skills of being a delegate: 1) Writing, 2) Research, 3) Public Speaking and 4) Collaboration. Students work to build these skills during Model UN practices and then put them on display during conferences. These skills would be on display while students are representing a country in a simulation to try and write resolutions around global continuous and relevant topics. [Here is a sampling of what the conference offered in 2024.](#) Model UN students exemplify Edina's Portrait of a Well-Rounded Edina Graduate. Students would be exposed to a diverse range of students. Schools from Japan, South Korea, Australia, Latin America, regularly attend this conference.

**Cost:** These costs are based on the costs of the 2024 conference.

Early Registration: (all values are in Canadian Dollars unless noted)

- \$280 per delegate
  - Includes Conference fee
  - Includes Hotel room (4 students/room)
- \$280 for each Chaperone room
- Airfare: We will get bids from multiple airlines to get the best price that has the best travel arrangements to comply with policy 707.
- Public Transportation to hotel using the [Canada Line](#) from the airport to the Bullard station.
- If time allows with the final conference and flight schedule, sightseeing in Vancouver would be included.
- **Expected Total Price: \$1300 USD per student**

**Transportation:** All students and chaperones will travel as a group from Minneapolis to Canada, and return via a major US international airline or partner.

**Accommodations:** The conference is located at the [Hyatt Regency Vancouver](#). The conference and the hotel have a long partnership. That partnership will work with us to book our hotel rooms. We will either be staying at the Hyatt or at the [Fairmont Hotel](#). The Fairmont Hotel is one block from the Hyatt.

**Supervision:** The supervising team will be the Model United Nations advisors, Bradley Dahlman, Claude Sigmund and Margaret Trendera with an additional administrator.

**Recommendation:** Review the international travel experience for discussion. An additional discussion will occur at the Board Meeting on 3.4.24 and action will occur at the 4.8.24 Board Meeting.

**Desired Outcomes for the Board:** Review the background information provided and provide feedback on the student travel experience.

**Attachments:**

1. [Appendix III Board Policy 538 , Extended Field Trip and Travel Application Preliminary Approval](#)
2. [Detailed write up of plan from Model UN Advisors](#)

III.A.2. Valley View Middle School,  
Montreal/Quebec, June 2025



Board Workshop Date: 2.12.24

**Title: Montreal/Quebec - International Travel Request - Valley View Middle School - Natalie Godin**

**Type:** Discussion

**Presenters:** Jody De St. Hubert, Director of Teaching and Learning, Patrick Bass, Valley View School Principal and Natalie Godin, VVMS Extended French Teacher

**Background:** In accordance with Policy 538, the following international student travel experience for up to 60 Edina Middle School Students students for 6 days during the first week in June 2025 has received support from the school's administration. Participating students will miss 0 school days for this travel experience.

This experience is coordinated by EF Explore America tour company. For over 55 years, EF has been working to keep minds and the world wide open. We design tours to help educators teach, and so students can learn more—about tolerance, other perspectives, and themselves. Our company's roots are in language learning and cultural exchange, and over time, EF's mission to provide immersive, life-changing education has remained the same. [EF Itinerary 6 Day/5 Nights:Tour Highlights](#)

**Overview of Standards that will be taught on the Travel Experience:** According to [Minnesota Department of Education World Languages Standard](#): The goal of world languages education is to develop multilingual leaders **who are linguistically and culturally competent to communicate, work and collaborate effectively with people of diverse backgrounds in the global community.**

**Communicating in the language of others and learning about cultures** that are different from your own are essential to **gain deeper understanding of new perspectives, develop intercultural competencies**, increase awareness of self, engage in self-reflection, and cultivate curiosity and empathy that lead to increased capacity to live and work with people who are different from your own. These characteristics help sustain a mindset of a life-long learner and will help one lead a meaningful life as a member of the global community in the 21st century.

**Cost:** The anticipated inclusive cost of this experience is approximately \$2,673 per student. This price is inclusive of all transportation, accommodations, meals, transfers, medical and repatriation insurance. Students will be responsible for all costs and opportunities for scholarships will be available.

**Fundraising Plan:** This is an international travel experience that students start hearing about at the beginning of 7th grade, ensuring families have time to start saving money. In addition:

- [EF Travels offers \\$500 scholarships for essay](#) submission before December 15
- Extended French Booster Club supports additional scholarship opportunities

**Transportation:**

- Plane (to and from Montreal)
- Private Bus during the whole trip in Montreal/ Quebec

**Accommodations:**

- Hotel in Montreal (students in a Quad room / chaperone in double or single room)
- Hotel in Quebec (students in a Quad room / chaperone in double or single room)

**Administrative Supervision:** Staff members traveling with the group are administrator Patrick Bass, and licensed staff members Natalie Godin, Chrystal Klein, Myraim Zaghouani, Melissa Norwood and licensed school nurse.

**Medical Safety Plan:** We will have a school nurse join us on our travel experience with full knowledge of the medical needs of students present. They will also have a medical folder with all pertinent information provided by families about allergies, dietary needs, and prescription medicines.

**Physical Safety Plan:** We will have a 1:10 chaperone ratio and work with EF to ensure safety logistics. We will also have security guards in our hotel at night to ensure that students are making responsible decisions.

**Recommendation:** Review the international travel experience for discussion. An additional discussion will occur at the Board Meeting on 3.4.24 and action will occur at the 4.8.24 Board Meeting.

**Desired Outcomes for the Board:** Review the background information provided and provide feedback on the student travel experience.

**Attachments:**

1. [Extended Travel application](#)
2. [Additional EF Safety Information](#)
3. [VVMS Quebec Trip Application Details](#)

III.B. Preliminary Cost Containment  
Recommendations - Fiscal Year 2025



**Board Meeting Date:** 2/12/2024

**Title:** Preliminary Cost Containment Recommendations – Fiscal Year 2025

**Type:** Discussion

**Presenter(s):** Mert Woodard, Director, Finance & Operations

**Description:** The District administration's revenue and expenditure assumptions for the 2024-2025 school year are estimated to result in the District's unassigned fund balance being below the minimum level required by Board policy. In order to adhere to policy and maintain the District's long-term financial stability, the District administration recommends containing costs in the amount of \$3,620,000.

The District has engaged in the Budget Reduction, Reallocation, and Revenue Generation process (BRRRG) and has sought feedback from stakeholders through a variety of platforms, including, but not limited to: Finance & Facilities Committee meetings, "town hall" meetings at school sites, a live-streamed virtual town hall meeting, district-wide leadership meetings, cabinet level meetings, and community surveys.

The District's recommended cost containment measures are enclosed for the Board's consideration. The administration is confident that the recommendations will allow the District to maintain its tradition of excellence while also ensuring long-term financial sustainability.

**Recommendation:** There is no recommended action. The administration will formally seek action and approval of its recommendations at the March 4, 2024 Regular Meeting.

**Desired Outcomes from the Board:** Review the administration's preliminary cost containment recommendations and provide feedback and guidance.

**Attachments:**

1. Cost Containment – 2024-25 School Year

# Cost Containment

## PRELIMINARY RECOMMENDATIONS

### General Fund Financial Forecast

At the December 22, 2023 special meeting of the school board, the District administration presented its updated five-year forecast of general fund revenues, expenditures, and changes in fund balances for fiscal years 2025 through 2029. The forecast also restated the base year of the forecast, fiscal year 2024, due to a significant variance to salaries and benefits from the original budget approved by the school board in June of 2023.

The administration utilized the combination of level-services and revenue-based budgeting methodologies to refresh its forecast, meaning that the District assumes it will offer the same educational programming, support services, and administrative services that it currently offers in future years, adjusted for changes in enrollment and revenues generated locally and from state and federal agencies. The District administration applies a certain level of conservatism to all of its assumptions and projections, particularly in the areas of enrollment, additional revenue appropriations from the state, and staff compensation.

The detailed memorandum presented to the school board and public can be found on the District's [fiscal year 2025 budget planning website](#). The summary and findings of the forecast are that if the District continues to operate in fiscal year 2025 the same way that it is in the current fiscal year, the unassigned fund balance of the District is anticipated to be 3.92 percent, well short of the 6.00 percent required by school board [policy 702](#).

The District's fund balance policy states that if at any time the administration believes that the general fund unassigned fund balance will fall below the minimum of 6.00 percent, the administration must present a plan to the school board to reestablish the fund balance to an acceptable level. At the January 8, 2024 regular meeting of the school board the District administration presented three different cost containment options that would satisfy the board's unassigned fund balance policy. To achieve a 6.00 percent unassigned fund balance at the end of fiscal year 2025 the District would need to adjust its operations in the amount of approximately \$2,560,000. To achieve a 6.90 percent unassigned fund balance, the same percentage as the end of fiscal year 2023, the adjustment would need to be approximately \$3,620,000. The District ended the 2022 fiscal year with an unassigned fund balance of 7.45 percent. To get back to that level of unassigned fund balance at the end of fiscal year 2025, the District would need to adjust its operations to the tune of \$4,270,000.

After a review and discussion of these various options by senior administrators as well as the Finance Committee of the Board, the District administration recommended that the school board approve an overall cost containment for fiscal year 2024 of \$3,620,000, or an estimated fund balance of 6.90 percent. This will achieve a comfortable level of unassigned fund balance at the end of fiscal year 2025 and would result, *conservatively*, with two full fiscal years of financial stability and minimal additional cost containments.

## Budget Reduction, Reallocation, and Revenue Generation

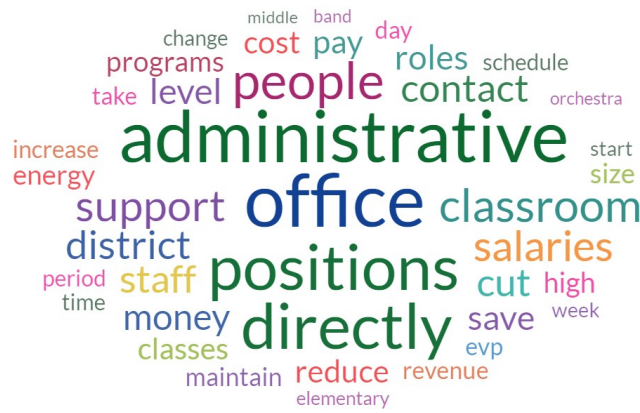
After notifying the school board of the budget shortfall and resulting impact on the fund balance, the District administration immediately began its cost containment process for fiscal year 2025, formally known as *Budget Reduction, Reallocation, and Revenue Generation* (BRRRG). The BRRRG is an intensive process that involves engaging with stakeholders throughout our District's large, vibrant community.

The process included meetings among senior-leadership, school principals, in-person information and feedback sessions specific to each of the District's school communities, video recordings, live virtual feedback sessions, meetings with staff, surveys and engagement with the District's Finance and Facilities Committee. The goals of the various sessions were to educate stakeholders as to why the District is faced with cost containment, to understand what priorities stakeholders have or areas of the District's budget they do not wish to see reduced or eliminated, and to generate ideas that would address the \$3,620,000 cost containment target. The community engagement schedule is outlined below:

- Highlands and Countryside communities - Thursday, January 25, 2024 from 6:00-7:00 pm at Countryside Elementary
- Concord, Early Learning Center, Normandale, and South View communities - Monday, January 29, 2024, 6:00-7:00 pm at South View Middle Schools
- Transportation staff - Tuesday, January 30, 2024 from 9:45-10:45 am at the Transportation Center
- Edina High School and Valley View communities - Wednesday, January 31, 2024 from 6:00-7:00 pm at the Edina Performing Arts Center
- Cornelia and Creek Valley communities - Thursday, February 1, 2024 from 6:00-7:00 pm at Cornelia Elementary
- District administrative staff - Thursday, February 1, 2024 from 8:30-9:30 am at the District Offices
- Virtual session - Tuesday, February 6, 2024 from 6:30-7:30 pm

As previously mentioned, the District used surveys as a tool to reach stakeholders and gather feedback, understand priorities, and generate cost containment ideas. Similar to last year's BRRRG, the *ThoughtExchange* platform was used to engage staff throughout the district. Staff input ideas (thoughts), which are rated by ThoughtExchange participants on a scale of 1 to 5 (with 5 being the highest rating) based on how much they like or agree with an idea or how important they think it is for the administration to consider. In total **302** individuals participated in the ThoughtExchange, generating **192** unique thoughts and **9,767** ratings. The resulting "ratings ratio" of **51** is a great indicator of the reliability of the survey, as ThoughtExchange consultants advise that a "reliable and robust" dataset is established when participants rate at least 30 thoughts each. After the ThoughtExchange survey was concluded, district administration reviewed and categorized responses. Certain themes quickly became apparent and have been organized in a broad format, so that related items are classified together and noted for frequency. The following are ThoughtExchange developed summaries and visuals of data:

The responses suggest a variety of strategies for reducing district spending and increasing revenues. These include eliminating certain programs and positions, such as the student prep option at the high school, historically low enrollment courses, and certain board/director level positions. Some respondents suggested increasing revenue through third-party reimbursement and offering more community education classes. There were also suggestions to reduce funding for extracurriculars and lower the retirement age. However, many respondents emphasized the importance of preserving teacher salaries and not increasing class sizes beyond the School Board's guidelines. Other ideas included adopting solar power, allowing students to bring their own devices to reduce maintenance costs, and seeking corporate sponsorships.



### Top 10 common responses from those who have a strong understanding of school finance.

Feb 7, 2024 8:55 PM

1. "Increase revenue through third party reimbursement. This brings in additional funding to help support staffing."
2. "We should lean into funding from community partners, knowing we may need to get creative and ensure long term stability revenue generating."
3. "Preserve teacher salaries. The gap between funding and inflation has greatly impacted teacher salaries over my career."
4. "Reduce funding for extracurriculars for new equipment, jerseys, etc. This is a change that doesn't impact performance/success."
5. "Cut historically low enrollment courses. It's great we have a wide array of options for students but at what expense?"
6. "Re-examine necessity of board/director level positions cost."
7. "Offer more community ed adult classes and kid classes too increase funds."
8. "Prioritize a significant up-front investment in READ Act approved, SoR aligned reading curriculum. Supporting students and maintaining our competitiveness will pay off in the long run."
9. "Create efficiencies in the delivery of services can save money and create a cleaner schedule, e.g., common prep time for teams."
10. "Decrease administrative positions who are furthest from direct student impact. Many roles in the DO do not seem to directly impact teachers' or students' day to day experience, and that daily student experience matters most."

### Top 10 common responses from participants

Feb 10, 2024 3:08 PM

1. "Get rid of student prep option at the high school, this is the biggest waste of both money and time spent learning."
2. "Increase revenue through third party reimbursement. Brings in additional funding to help support staffing."
3. "What depth of funding can we lean into from community partners knowing we may need to get creative and ensure long term stability revenue generating."
4. "Will teacher raises be to blame for making budget cuts now? Teachers are finally on a competitive salary schedule with surrounding districts, hopefully we will stop losing great teachers to higher paying district."
5. "Lower retirement age - go back to 62. Nobody over 62 should be teaching in the classroom. I am 53 and exhausted - every. single. night. I work 10 - 11 hour days as a rule, and am so tired."
6. "Reduce funding for extracurriculars for new equipment, jerseys, etc This is a change that doesn't impact performance/success."
7. "Preserve teacher salaries. The gap between funding and inflation has greatly impacted teacher salaries over my career."
8. "Cut historically low enrollment courses (ie Chinese, other electives). it's great we have a wide array of options for students but at what expense?"
9. "Re-examine necessity of board/director level positions cost."
10. "Offer more community ed adult classes and kid classes too increase funds."

## Top 10 Rated ThoughtExchange Thoughts – Highest to Lowest

<p><b>Teachers and support staff are crucial to directly impacting students and their growth. Cuts should not impact these positions.</b></p> <p>It is already difficult enough with the number of teachers and staff currently. Making the number smaller does not help our students.</p>	<p>☹ Negative</p> <p>👤 69</p>	<p>★★★★☆ 4.6</p> <p>Ranked #1 of 192</p>
<p><b>Do we need all of the new cabinet positions that have been created in the last few years? How expensive is that?</b></p> <p>If staffing is such a large part of our budget, where can we trim? We can't trim staff that are directly working with students - we are drowning.</p>	<p>😊 Neutral</p> <p>👤 72</p>	<p>★★★★☆ 4.5</p> <p>Ranked #2 of 192</p>
<p><b>Look at DO positions to see which ones are necessary and which could be cut.</b></p> <p>Kids must be thought of first. Teachers need as much support IN CLASSROOM as possible- we can't afford to cut teaching positions.</p>	<p>😊 Neutral</p> <p>👤 72</p>	<p>★★★★☆ 4.5</p> <p>Ranked #3 of 192</p>
<p><b>Decrease administrative positions who are furthest from direct student impact</b></p> <p>Many roles in the DO do not seem to directly impact teachers' or students' day to day experience, and that daily student experience matters most</p>	<p>😊 Neutral</p> <p>👤 72</p>	<p>★★★★☆ 4.4</p> <p>Ranked #4 of 192</p>
<p><b>Trim fat at the DO. We're paying TWO HS principals. We've added many admins with vague titles &amp; duties, and no connection to kids &amp; classrooms.</b></p> <p>These expenditures are having zero positive impacts on students. In addition, they contribute little to teachers, other than additional workload.</p>	<p>☹ Negative</p> <p>👤 72</p>	<p>★★★★☆ 4.4</p> <p>Ranked #5 of 192</p>
<p><b>Start from the top. Large cabinet group</b></p> <p>More people at the DO equals less people in front of kids.</p>	<p>😊 Neutral</p> <p>👤 63</p>	<p>★★★★☆ 4.4</p> <p>Ranked #6 of 192</p>
<p><b>Do we need assistant directors in the District Office for every member of the cabinet?</b></p> <p>Why are they not on the same salary scale as teachers?</p>	<p>😊 Neutral</p> <p>👤 57</p>	<p>★★★★☆ 4.4</p> <p>Ranked #7 of 192</p>
<p><b>Too many positions at the DO - can we combine roles/ duties? Stop creating non-student contact positions</b></p>	<p>😊 Neutral</p> <p>👤 51</p>	<p>★★★★☆ 4.4</p> <p>Ranked #8 of 192</p>
<p><b>We have too many high-dollar staff at the district leadership level. I am confused why more positions were created this year.</b></p> <p>District leadership has a critical role, but bloat at this level is a poor use of resources and breeds resentment at the building level.</p>	<p>😊 Neutral</p> <p>👤 51</p>	<p>★★★★☆ 4.4</p> <p>Ranked #9 of 192</p>
<p><b>What district office and administrative positions can be consolidated? What is our director of strategic operations doing now that SDL is at CS?</b></p> <p>We continue to cut from student-impacting positions! We can't continue to increase class sizes and lower para hours and consider ourselves "excellent"</p>	<p>😊 Neutral</p> <p>👤 37</p>	<p>★★★★☆ 4.4</p> <p>Ranked #10 of 192</p>

## Administrative Recommendation

More than 80% of the District's total operating expenditures are spent in the classroom or in services that directly support learning. That means the District is doing an extremely efficient job minimizing its administrative expenses, which are among the leanest in the metro area at 3.9 percent. As the District becomes more efficient and leaner, it becomes more and more difficult to contain costs in non-instructional areas. Approximately 80% of the District's \$4,000,000 cost containment for fiscal year 2024 was focused outside of the classroom and away from services that directly impact students. While the administration's recommendations do include district level cost containments for fiscal year 2025, several recommendations reflect closer proximity to student learning. District administration worked to honor the requests to maintain paraprofessionals and preserve teacher salaries.

Although there will be a greater impact on schools for fiscal year 2025, the District will continue to provide the services and programs that make Edina Public Schools an exemplar in Minnesota and across the country. The District administration submits a primary (A) and secondary (B) set of BRRRG recommendations for school board consideration:

Option	Category	Amount	
		A	B
Administrative Staff Adjustment	Budget Reducton	\$ 243,450	\$ 243,450
Business Servies Staff Adjustment	Budget Reducton	90,600	90,600
Multilingual and Achievement & Integration Reorganization	Reallocation	7,300	7,300
School Board & Superintendent Office Non-Salary Pause	Budget Reducton	150,000	150,000
Curriculum Capital Deferral	Budget Reducton	100,000	100,000
Buildings & Grounds, Transportation Capital Deferral	Budget Reducton	275,000	245,000
School Site Capital Deferral	Budget Reducton	260,000	260,000
Professional Development Adjustment	Budget Reducton	50,000	50,000
Medical Bill Reconciliation	Revenue Generation	48,615	48,615
Student Support Personnel Aid	Revenue Generation	161,019	161,019
Athletic Event Ticket Fee Adjustment	Revenue Generation	23,000	23,000
Athletics and Activities Participation Fee Adjustment	Revenue Generation	27,000	27,000
High School Parking Fees (+\$150)	Revenue Generation	49,500	49,500
Elementary Specialist Rotation Adjustment	Budget Reducton	-	483,800
Licensed Media Specialists	Budget Reducton	532,637	-
Licensed School Nurse Adjustment	Budget Reducton	451,200	532,637
Counseling Extra Duty Day Adjustment	Budget Reducton	73,975	73,975
Transportation Staff Adjustment	Budget Reducton	77,750	77,750
Student Support and Related Service Adjustment	Budget Reducton	300,000	300,000
Class-Size Midpoint Open Enrollment	Revenue Generation	215,000	215,000
Talent Development Licensed Staff Adjustment	Budget Reducton	177,546	177,546
Elementary School Licensed FTE Efficiency	Budget Reducton	118,364	118,364
Middle School Licensed FTE Efficiency	Budget Reducton	189,382	189,382
<b>Total</b>		<b>\$ 3,621,338</b>	<b>\$ 3,623,938</b>

### Preliminary Recommendations - Descriptions

- **Administrative Staff** - 1.00 FTE - \$243,450 - The District administration recommends the elimination of non-instructional administrative staff whose duties can be absorbed by the remaining administrative staff.
- **Business Services Staff** – 1.00 FTE - \$90,600 – The Business Services staff was allocated 8.00 FTE of staff for fiscal year 2023. During the BRRRG process for fiscal year 2024, the Business Services department eliminated 1.00 FTE with the intention of restaffing in fiscal year 2025. The administration recommends continuing to staff the Business Services department less than 1.00 FTE for a total staffing of 8.00 FTE.
- **Multilingual Learner and Achievement & Integration Department Reorganization** \$7,300 - For the current school year the District administration reorganized multilingual learner program administration and achievement & integration program administration resulting in the creation of a 1.00 FTE position and the elimination of 2.00 FTE. Continuing this reorganization into the subsequent fiscal year will reduce District costs by the indicated amount.
- **School Board and Office of the Superintendent Discretionary Budget Reduction** \$150,000 - The School Board and Office of the Superintendent are allocated discretionary budgets that are utilized to advance the District's vision, mission, and strategic direction. The District administration believes that it can continue to make advancements while reducing the overall budget for at least one fiscal year.
- **Deferral of Capital Expenditures** - \$605,000-635,000 – The District administration believes that it can defer the purchase of certain capital items to the subsequent fiscal year. \$100,000 of curriculum purchases would be deferred from the Teaching & Learning department, \$275,000 from the Buildings & Grounds and Transportation departments, and \$260,000 from the 9 school sites. None of the affected departments will be able to defer past fiscal year 2025 and will need a return of their respective allocations in fiscal year 2026.
- **Professional Development Reduction** - \$50,000 – As the District continues to build capacity to provide direct professional development opportunities to licensed staff without incurring additional hours outside of the workday or the need to hire substitute teachers to allow staff to attend professional development, the District can continue to be more efficient with its overall professional development budget.
- **Medical Bill Reconciliation** - \$48,615 – The District currently pays a third-party to reconcile medical insurance expenditures paid for by the District for covered employees. The District now has the expertise on its staff to perform those duties in-house, eliminating the need for the third-party.
- **Student Support Personnel Aid** - \$161,019 - Education laws 2023 were updated to add a new funding source for school districts that must be used to hire additional licensed school nurses, licensed counselors, licensed social workers, or licensed school psychologists. The funding can also be used to maintain staff that would otherwise be eliminated.

- **Athletic Event Ticket Fees** - \$23,000 - The District currently charges \$5 and \$7 to students and adults respectively to attend athletic events. Based on historical ticket sale volume, the administration believes that a \$1 per ticket increase to \$6 and \$8 would increase overall revenue by the indicated amount.
- **Athletics and Activities Participation Fees** - \$27,000 - Approximately 1,835 students pay to participate in school-sponsored athletics and activities. A yearly increase of \$15 on average per student would yield an additional \$27,000 of revenues. Students in need would still have access to aid.
- **High School Parking Fees** - \$49,500 - There are currently 330 parking spots at Edina High School available to students for a yearly cost of \$300 per spot. An increase of \$150 per year will result in an additional \$49,500 of revenue. The District has not increased fees in 16 years. Had the District raised the fee by 2.50 percent per year on average over the last 16 years, the current yearly cost would be \$445.
- **Licensed Physical Education and Choral Music Staff** - 4.10 FTE - \$483,800 - Adjust the specialist “rotation” at the elementary level to include media specialists, which would require an adjustment to the total number of physical education and choral music staff at the elementary level (this containment is an alternative to the “Licensed Media Specialists” containment option).
- **Licensed Media Specialists** – 4.50 FTE - \$532,637 - Adjust the media specialist model to 4.50 full-time equivalents (FTE) across the district. The change of 4.50 FTE of media specialists district-wide would result in each site having 0.50 FTE during the 2024-25 school year. State law requires one licensed media specialist in each district. Each school will continue to staff a part-time media assistant (this containment is an alternative to the “Licensed Physical Education and Choral Music Staff” containment option).
- **Licensed School Nurses** – 4.50 to 5.00 FTE - Adjust the school nurse model to 4.50 to 5.00 FTE resulting in a cost containment of \$451,200-532,637. Medical needs of students have been taken into consideration and the current health service assistant model will be maintained.
- **Extra Duty Days for Counselors** - \$73,975 - Adjust the number of additional days afforded to school counselors, resulting in a cost containment. Each licensed school counselor has historically worked an additional 18.50 days in the summer, paid at their prorata hourly rate. The administration recommends adjusting this amount by 8.50 days for each counselor.
- **Regular Transportation Staff** – 2.00 FTE - \$77,750 – After analyzing route patterns the Transportation department has identified more efficient routing that would maintain current service levels with two fewer drivers. The District administration believes that the reduction can be achieved through natural attrition and turnover.

- **Student Support and Related Service Adjustment** –\$300,000 - 2.80 FTE - The District administration believes that it can leave vacant or adjust the following unfilled roles with no disruption to services: the 504 coordinator at the High School, occupational therapy, psychology, deaf and hard of hearing, and developmental adapted physical education.
- **Class-Size Midpoint Open Enrollment** - \$215,000 – The school board has established class-size ranges at each grade level that are used to determine the number of licensed general education staffing allocated to each school. Enrollment in various sections kindergarten through 5<sup>th</sup> grade are currently below the midpoint of the board's desired ranges. The District administration believes that additional enrollment to the midpoint would efficiently generate additional revenues to the school district, net of additional support services that may be required.
- **Talent Development Licensed Staff** - 1.20 FTE - \$177,546 - Adjust the allocation of talent development staff at the elementary level from 1.50 FTE per site to 1.30 FTE. The District will continue to identify talent within its elementary student body and will adopt tools such as the CogAT which have proven to be effective.
- **Elementary School Licensed Staff Realignment** - 1.00 FTE - \$118,364 - During the current school year an additional full-time teacher was added due to one section being outside of the board's desired class-size range. As the cohort advances to the next grade, the class-size range becomes larger, allowing the District to reduce staff and still maintain section sizes within the desired range.
- **Middle School Licensed Staff Realignment** - 1.60 FTE - \$189,382 - During the 2022-23 school year the District administration identified that the middle schools, in aggregate, were staffed at a level that was greater than what the board's desired class-sizes indicated. Significant "right-sizing" was achieved during the prior BRRRG however a slight inefficiency remains.

### **Moving Forward - Next Steps**

The BRRRG ideas above can be combined to yield the District administration's cost containment target of approximately \$3,620,000, which will result in an anticipated unassigned fund balance in the general fund at the end of fiscal year 2025 that adheres to school board policy, provides adequate short term financial stability, will allow the District to maintain its excellent programs and services, and will allow the District to continue to provide competitive wage increases to its staff. The administration will seek formal approval of its recommended cost containment strategy at the March 4, 2024 regular meeting. Upon approval of cost containment strategies, the administration will begin formal budgeting activities with school sites and departments. This process will involve the allocation and reconciliation of staff, distribution of non-salary and supply budgets, and posting of authorized positions that are vacant. The District administration will continue to update its assumptions and estimates as more reliable information becomes available, and will present the complete budget at the June 10, 2024 regular meeting.

IV. **Leadership and Committee Updates**

V. **Superintendent Updates**

VI. **Adjournment**