Compilation of Suggested Reductions from Board members, staff, parents/guardians, and students

- **Green** = cost savings being explored
- **Yellow** = already implemented
- **Red** = would not result in cost reduction
- **No highlight** = Board could consider

NOTE: The survey shared with parents/guardians, staff and students yielded 259 responses. The list below was created by AI to consolidate recurring themes into a concise list for Board and Committee review.

Program Consolidations

- Consolidate underused schools and facilities, including evaluation of the three comprehensive high schools to two, repurposing or closing specialized programs (Reuther, Hillcrest, LakeView, etc.), closing and selling the Educational Support Center (ESC) and moving those administrative offices into existing school buildings. *(~ 20 survey submissions)*
    - ***Exploring cost savings to transition Reuther to boundary HS***
    - ***Exploring the elimination of the Roosevelt Enrichment Program***
    - On Jan. 28, 2025, the Board approved the transfer of the former Hillcrest building, Jefferson, Kenosha eSchool, KTEC West, McKinley and Washington Middle School from KUSD to the City of Kenosha for redevelopment. The City is overseeing and financing the redevelopment process.
        - Any profits from the redevelopment and sale of the former Hillcrest building, Kenosha eSchool, KTEC West, McKinley and Washington Middle School—beyond redevelopment costs—will be shared equally between KUSD and the City.
            - The City will retain any profits from the redevelopment of the Jefferson site in exchange for KUSD's acquisition of the former KTEC East property.
    - To clarify, the window replacement at the former Washington Middle School on Sheridan Road was approved by a previous administration using ESSER funds to improve indoor air quality and support student and staff safety. At that time, the building's closure was not being considered.

      The decision to relocate the school came later through the district's rightsizing process. The review found significant ADA accessibility, facility condition, and maintenance concerns, including more than $40 million in needed repairs. As a result, the district determined that relocating the school to the newer former EBSOLA building was the most responsible long-term solution.

      These were separate decisions made at different times based on different circumstances.

- Close and sell underutilized assets such as the Senior Center, unused land, and elementary schools with low enrollment.
    - The City of Kenosha owns the Senior Center building, and the programs and staff are funded by Fund 80, which would not affect the deficit.

- Consolidate curriculum, software, and instructional resource purchases.
    - Extended curriculum cycle

    - Open Education Resources are explored when it is an option

- Review outside contracts, memberships, consultants, and vendor agreements.

Class Sizes

- Allow for larger class sizes, particularly at the secondary level, to reduce the overall number of required teaching positions. *(~7 survey submissions)*
    - ***Exploring cost savings for staffing up to the current policy.***
        - NOTE: More vetting is needed to determine feasibility at the secondary level. Because secondary staffing is driven by course selections and subject-specific certification requirements, implementation could create partial FTE assignments. Some positions are difficult to staff, and posting them as partial FTE may exacerbate existing recruitment and retention challenges in already hard-to-fill areas.
    - ***Exploring cost savings with class sizes increased +2 at all levels***

- Review staffing allocations annually based on enrollment trends.
    - Annual staffing allocations are already based on student course selections and enrollment projections, which include enrollment trends

- Use student teachers or college interns to assist in classrooms, reducing the reliance on paid teaching assistants.
    - Current partnerships with local colleges and universities already provide ~50-75 student-teaching placements annually, many of which we hire following graduation
    - Exploring ways to gain community volunteers to support staff as needed (e.g., helping in classrooms, reading to students,

- Eliminate or consolidate any elective courses or grade-level classes that fall below a specific number of students, such as 15 or 20.
    - Could explore policy language that would implement a floor with the ability to bring forward courses that fall below the threshold for Board approval
    - Is there savings to shift AP or other courses to Early College Credit Program (ECCP)?
        - This would require any courses a student may consider to be completely eliminated by all high schools and removed from course catalogs, etc. That is the only way ECCP may be considered.

- Implement a four-day school week or year-round schooling to optimize building usage and potentially reduce staffing needs.
    - Could explore, although the length of school days would be greatly impacted (middle schools and a few elementary schools already release around 4 p.m.)
    - End date would be greatly impacted due to minute requirements - 2026-27 would result in a July 22 end date
    - Would negatively impact extracurriculars - Friday night events and games - because buildings would need to be fully closed to incur savings

- Expand combined or multi-grade classes where appropriate.

- The district has sought to avoid this model whenever possible because it is not viewed as the most effective approach to supporting student learning and did not receive support from many parents and guardians.

- Block scheduling

Extracurricular Activities

- Eliminate or significantly scale back middle school sports and consolidate high school teams into cooperative programs. *(~47 survey submissions)*
  - ***Exploring cost savings for the elimination of middle and high school athletic programs***
- Reduce or eliminate funding for band, orchestra, choir, and theater, particularly at the elementary and middle school levels. *(~20 survey submissions)*
  - ***Exploring cost savings for the elimination of fine arts and theater program costs***
  - ***Exploring cost savings for the elimination of elementary band lessons***
- Review coaching, advisor, and extracurricular stipend structures.
  - Appendix D was just reviewed for adjustments and updates

- Reduce after-hours building use and event-related operating costs.
  - KUSD charges outside organizations for building use, including the cost for custodial services

- Discontinue funding for international summer trips, field trips requiring paid substitutes, and expensive non-revenue sports like swimming.
  - KUSD does not fund international trips or field trips

- Reduce or consolidate clubs, activities, and athletic offerings with overlapping purposes.
  - Athletic offerings will be reviewed; most clubs do not have a district-funded cost associated with them
  - KUSD currently has co-op gymnastics, lacrosse and hockey

- Require families to cover 100% of the costs for sports, theater, and clubs through increased fees and independent fundraising.
  - This could create an equity issue among the student population we serve
  - Similar districts charge:
    - Green Bay $70
    - MPS $25
    - RUSD $10 + $70
    - Madison $115 plus add-ons for hockey, gymnastics, wrestling
    - KUSD $75 for single child, $150 max per child or $300 per family

- Allow high school students who play a varsity sport to submit documentation for a gym credit
  - This may trigger the need for additional student releases
  - Could result in partial FTE (instead of a 1.0, they may be reduced to .80)
  - Act 118.33 (1) (e) A school board may allow a pupil who participates in sports or in another organized physical activity, as determined by the school board, to complete an additional 0.5 credit in English,

social studies, mathematics, science, or health education in lieu of 0.5 credit in physical education.

- Review travel and tournament expenses.

- Increase fundraising expectations for activities.

Reducing Support for Schools

- Reduce central-office and administrative costs through department consolidation, staffing reductions, hiring controls, and ongoing evaluation of administrative effectiveness. *(~60 survey submissions (staffing-related))*
    - ***Exploring ESC reduction of $500K***
    - NOTE: The FTE Table and Org Chart do not accurately reflect the staff who work in the ESC vs those who are assigned to and report directly to school buildings daily
        - Example: 336 teachers appear on the FTE Table assigned to the ESC, but are allocated to buildings (e.g. counselors, SPED teachers, fine arts, etc.)
        - These documents also show all Fund 10, Fund 80 and grant-funded positions

- Review instructional coaching, consultant, and coordinator positions for consolidation, reassignment, or elimination, including consideration of a centralized instructional coach model. Return individuals to classroom teaching roles. *(~20 survey submissions)*
    - ***Exploring a centralized instructional coach model for those allocated to Fund 10***
        - Some instructional coaches are Title-funded and would not result in cost savings
    - Culture Coaches = grant-funded, would not result in cost savings
    - Consultant and coordinator roles
        - Teacher consultants may be funded out of Title funds

- Review technology spending, device replacement practices, software subscriptions, and printing costs to identify operational savings.
    - Tech refresh has been on hold and remains on hold

- Renegotiate health insurance plans to increase employee contributions. *(~14 survey submissions)*
    - ***Exploring a plan design change that would result in cost-shifting***

- Eliminate vehicle allowances, special stipends, and other administrative perks.
    - AST contract expires 6/30/26, board took action to eliminate or grandfather items on 5/26/26

- Reduce dean positions where responsibilities can be reassigned.
    - Reduced Fund 10 deans at the high school level for the 2025-26 school year
    - Some were added under Title I funding

- Move food services to a targeted Community Eligibility Provision (CEP)
    - The Board approved moving to a partial CEP program on 5/26/26 for the start of the 2026-27 school year
    - Food services is funded by Fund 50, which would not affect the deficit.

- Optimize bus routes to use fewer vehicles, increase walking distances for students, and stop providing transportation for private school students.
    - Distance is dictated by state statute
    - Software is already utilized to optimize busing

- Reduce counselor staffing through shared-service models.
    - DPI guidance suggests no more than 250 students to 1 counselor, which is lower than KUSD's current ratio

- Reduce security staffing where technology or other measures provide comparable coverage.

- Reduce school leadership costs by consolidating principal and assistant principal positions where operationally feasible, such as having one principal oversee both Lakeview and the E-School, or sharing leadership between Harborside and Reuther, and reducing the overall number of assistant principals.

- Reduce facility operating costs through custodial service adjustments, energy management initiatives and reduced nonessential building use.

- Eliminate district-funded catering, travel for professional development, and contracts with outside consultants.
    - Savings would be a cut to discretionary funding
    - Many professional learning (PL) opportunities are funded by Title IIA, Title I, or CCEIS funds.
        - PL organized by the Office of Teaching and Learning is prioritized due to federal or state identification, DIP goals and action steps.
        - PL organized by a school aligns with the SIP goals and action steps.

- Implement salary and hiring freezes for all non-instructional staff and eliminate administrative car stipends.

- Use attrition, vacancy management, and retirement incentives to reduce staffing costs.
    - Already being implemented as a budget stopgap for the 2026-27 deficit

- Reduce discretionary spending and non-essential expenditures.