



Road To A Sustainable Destiny

BOE Regular Session

January 15, 2026
6:00pm



NAVIGATING A SUSTAINABLE DESTINY



Protect Core Mission: **PRIORITIZE GAINS** that the district has made over the last several years in academics, facilities, and compensation.

Ideal versus Essential

Prioritize **EFFICIENCY**

Data-Informed and Evidence-Based

Shared Responsibility

Long-Term Vision: Focus on stabilizing finances now while planning **SUSTAINABLE CHANGES**.

Compliance and Safety First: Maintain Board of Education policy, legal, accreditation, and safety standards at all times.

Budget Recap - "The Why"



POTENTIAL OPERATING BUDGET FOR HICKMAN MILLS (ESTIMATE ONLY)					
	Actual 2023-24	Actual 2024-25	Projection 2025-26	Projection 2026-27	Projection 2027-28
Beginning Fund Balance	35,900,883	32,676,785	24,585,490	10,548,900	1,123,840
Adjusted Beg. Fund Balance	N/A	N/A	N/A	13,651,416	8,320,707
Total Revenues	93,174,397	93,317,772	90,063,943	90,263,767	91,078,410
Total Expenditures	96,398,495	101,409,067	102,722,727	101,412,637	101,186,496
Transfer to Fund 4	-	-	1,377,806	1,378,706	1,413,181
Total Surplus/(Deficit)	(3,224,098)	(8,091,295)	(14,036,590)	(12,527,576)	(11,521,267)
Ending Fund Balance \$	32,676,785	24,585,490	10,548,900	1,123,840	(3,200,560)
Ending Fund Balance %	33.9%	24.2%	10.3%	1.1%	-3.2%
Potential Cost Savings			(3,102,516)	(5,173,039)	
Debt Levy Transfer to Operating	-	-	-	2,023,828	2,023,828
Adjusted Total Surplus/(Deficit)			(10,934,074)	(5,330,709)	(9,497,439)
Adjusted Ending Fund Balance \$			13,651,416	8,320,707	(1,176,732)
Adjusted Ending Fund Balance %			13.3%	8.2%	-1.2%
Increase in Fund Balance due to Savings/Additional Revenue			3.0%	7.1%	2.0%
<i>*Projection based on potential cost savings, additional operating levy revenue</i>					
<i>*Includes a reduction of expenditures based on cost savings from prior year</i>					
<i>*Subject to change based on board approval of reductions/cost savings</i>					
<i>*Contingent upon Voter approval on an April 2026 ballot, assessed valuation, and collection rate</i>					

OPERATIONS



Dr. Dawn Smith

Assistant Superintendent of Operations

COST SAVINGS ANALYSIS

OPERATIONS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
Central Office Contracted Services <ul style="list-style-type: none">• CrisisGo/Interview Stream	\$22,132

COST SAVINGS ANALYSIS

OPERATIONS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
<p>Operations Positions</p> <ul style="list-style-type: none">• Reduction of Custodial Staff (12 FTEs, salaries/benefits/retirement)• Part Time Operations Position• Custodian Trainer position• Safety & Security Monitor• Microsystems Analyst• Warehouseman• Asst. to Office of Superintendent• Director of Communications• Executive Leadership Reclassification - Deputy Supt. to Asst. Supt.• Lunch Aide (16 FTEs)	<p>\$1,459,429</p>

COST SAVINGS ANALYSIS

OPERATIONS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
District Office Stipend Reductions <ul style="list-style-type: none">Mileage stipend for Central Office Leadership reduced to eliminate redundancy with district fleet	\$21,600
Transportation Contract <ul style="list-style-type: none">EverDriven (net savings after supplementing with district transportation options)	\$1,500,000
TOTAL OPERATIONS 26-27 SAVINGS	\$3,003,161

ACADEMIC SERVICES



Katie Roe, Ed.S.

Assistant Superintendent of Academics

COST SAVINGS ANALYSIS

ACADEMICS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
<p>Academic Contracts & Budget Reductions</p> <ul style="list-style-type: none">• Transform & Thrive• AVID program• Discovery Education Contract• Beable Contract• CODE and AVID Coordinator Stipends	\$361,250

COST SAVINGS ANALYSIS

ACADEMICS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
<p>District Academic position eliminations</p> <ul style="list-style-type: none">• 1 Speech Language Pathologist• 2 District Instructional Coaches• 2 Instructional Technology Facilitators• 2 District Behavior Interventionists• 504 Coordinator• Transition Facilitator• Coordinator of Student & Family Support• ELD Specialist• Director of Extended Learning• Reduce PT from 1.0 to 0.5 FTE	\$1,232,749

COST SAVINGS ANALYSIS

ACADEMICS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
Ingels Extended Calendar <ul style="list-style-type: none">• Staff contract days• Transportation Costs	\$346,687
Literacy & Math Interventionist Positions <ul style="list-style-type: none">• 12 550 positions• 4 Full time positions	\$565,990
Contracted Staffing <ul style="list-style-type: none">• Quantum (net savings after supplementing with district staff or alternative substitute options)	\$2,662,497
Permanent Building Substitutes <ul style="list-style-type: none">• One per building	\$265,000

COST SAVINGS ANALYSIS

ACADEMICS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
Library Media Specialist Programming <ul style="list-style-type: none">• Shared elementary/middle school LMS model	\$317,137
Stipend Reductions <ul style="list-style-type: none">• Family School Liaison Extended Contracts from 203 - 185	\$63,000

COST SAVINGS ANALYSIS

ACADEMICS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
July Summer School Enrichment Program <ul style="list-style-type: none">• Staff Contract Days• Transportation	\$132,432

COST SAVINGS ANALYSIS

ACADEMICS



26-27 SAVINGS

CATEGORY	ESTIMATED SAVINGS
Building Academic Position Eliminations <ul style="list-style-type: none">• 1 Elementary Admin Intern• 1 CODE Teacher• 3 Building Behavior Interventionist positions• 2 Ruskin Teachers (ELA + PLTW)• 2 RWLC Teacher Positions (CORE + Special Ed)• 1 Discipline Secretary	\$808,434
TOTAL ACADEMICS 26-27 SAVINGS	\$6,755,177

Total Operations and Academics Positions/Contractual Cost Savings 26-27



\$9,758,338

Sustainable Destiny



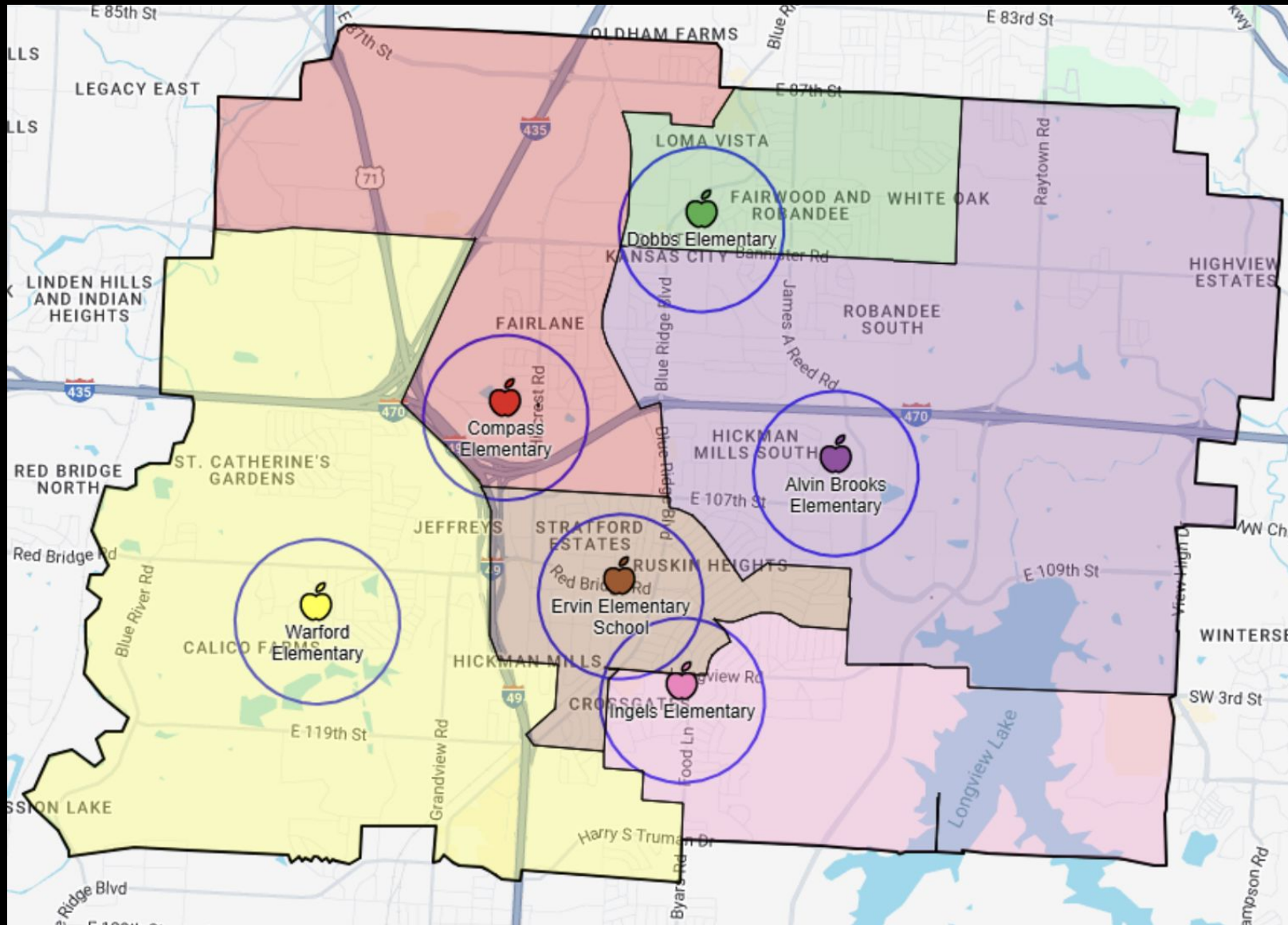
School Reconfigurations Recommendation

26-27 School Reconfigurations



Category	Option 2
High School	1 HS (9-12)
Middle Grades Structure	1 MS (7-8)
6th Grade Structure	Santa Fe 6th Grade Center
Pre-K Sites	2
Elementary Schools	6 (currently 7)
Elementary Schools Operating	Compass, Dobbs, Ervin, Alvin Brooks ES, Ingels, Warford
School Closures and Reconfigurations	Truman - Physical building closes but students are all rezoned to Alvin Brooks Elem
Repurposed Buildings	Santa Fe → 6th Grade Center Alvin Brooks → Elem School
Change Summary	Truman shifted to Alvin Brooks + Santa Fe repurposed to 6th Grade Center model + elem rezone

26-27 Elementary Boundary Map



School Capacity vs Enrollment

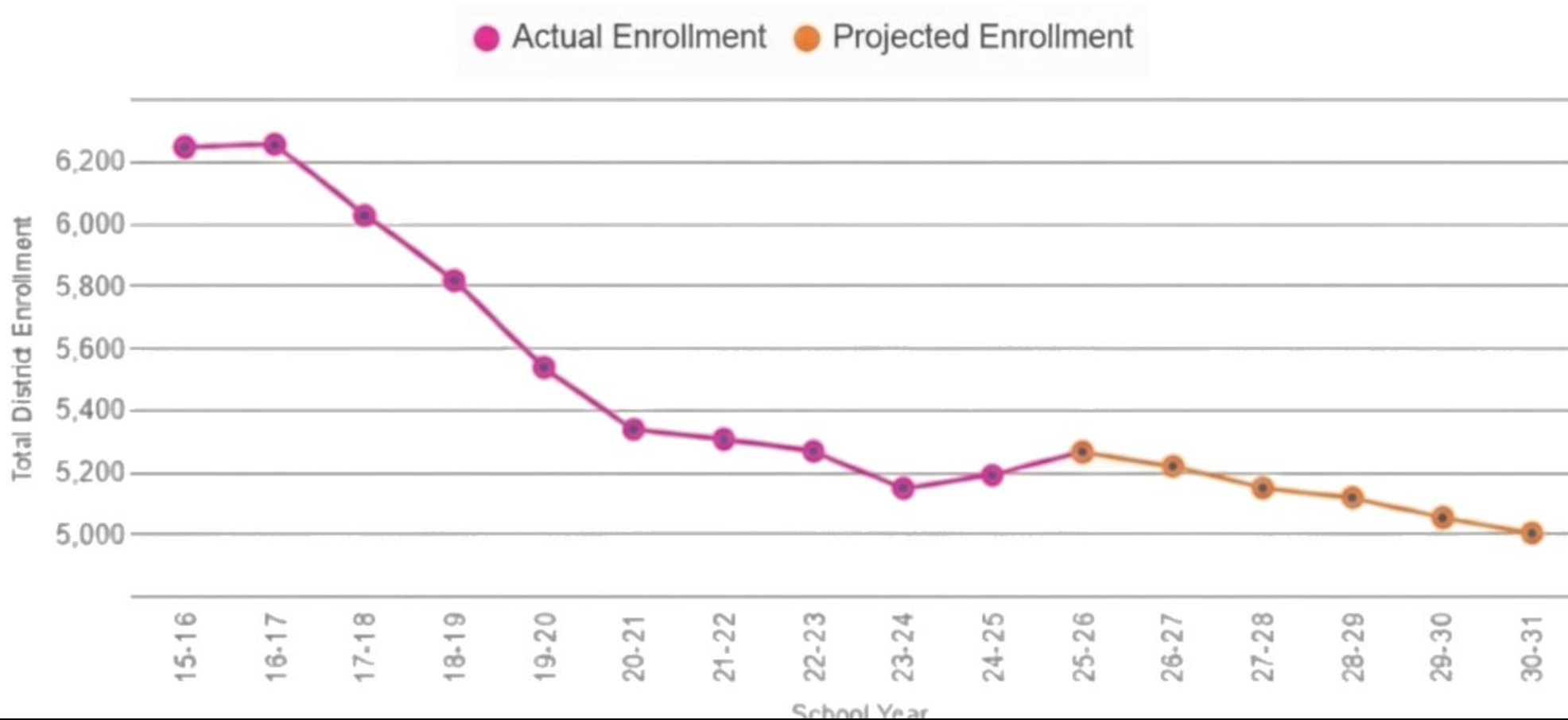


School	Capacity	26-27 Enrollment Projections
Alvin Brooks Elementary School	550	510
Compass	453	379
Dobbs	422	394
Ervin	550	509
Ingels	423	370
Santa Fe	445	NA- repurposed to 6th Center
Truman	384	NA - moved to Alvin brooks ES
Warford	436	355

District Enrollment Projections



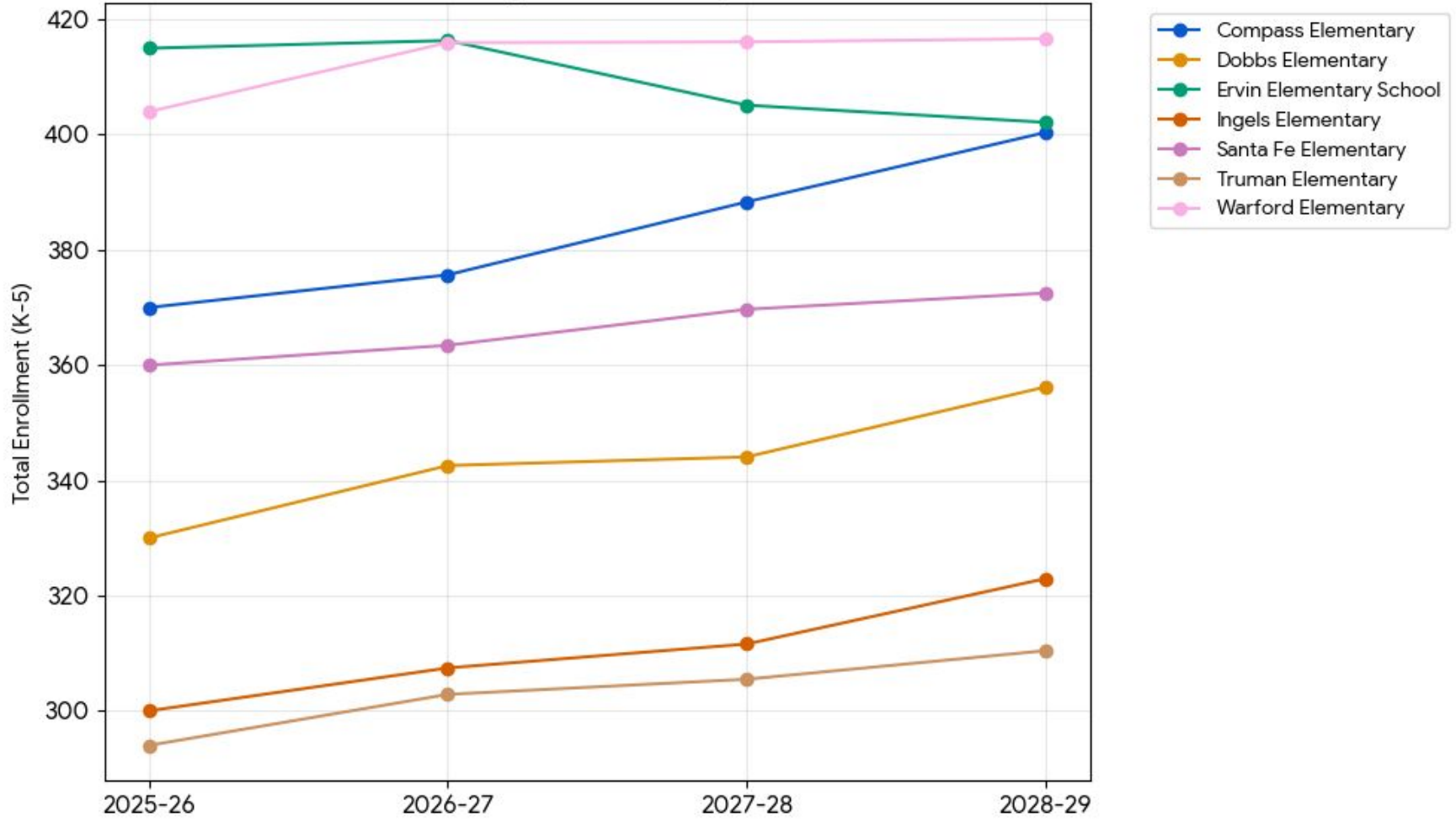
Enrollment: Actual vs. All Projections (2015-2031)



Elementary School Enrollment Projections



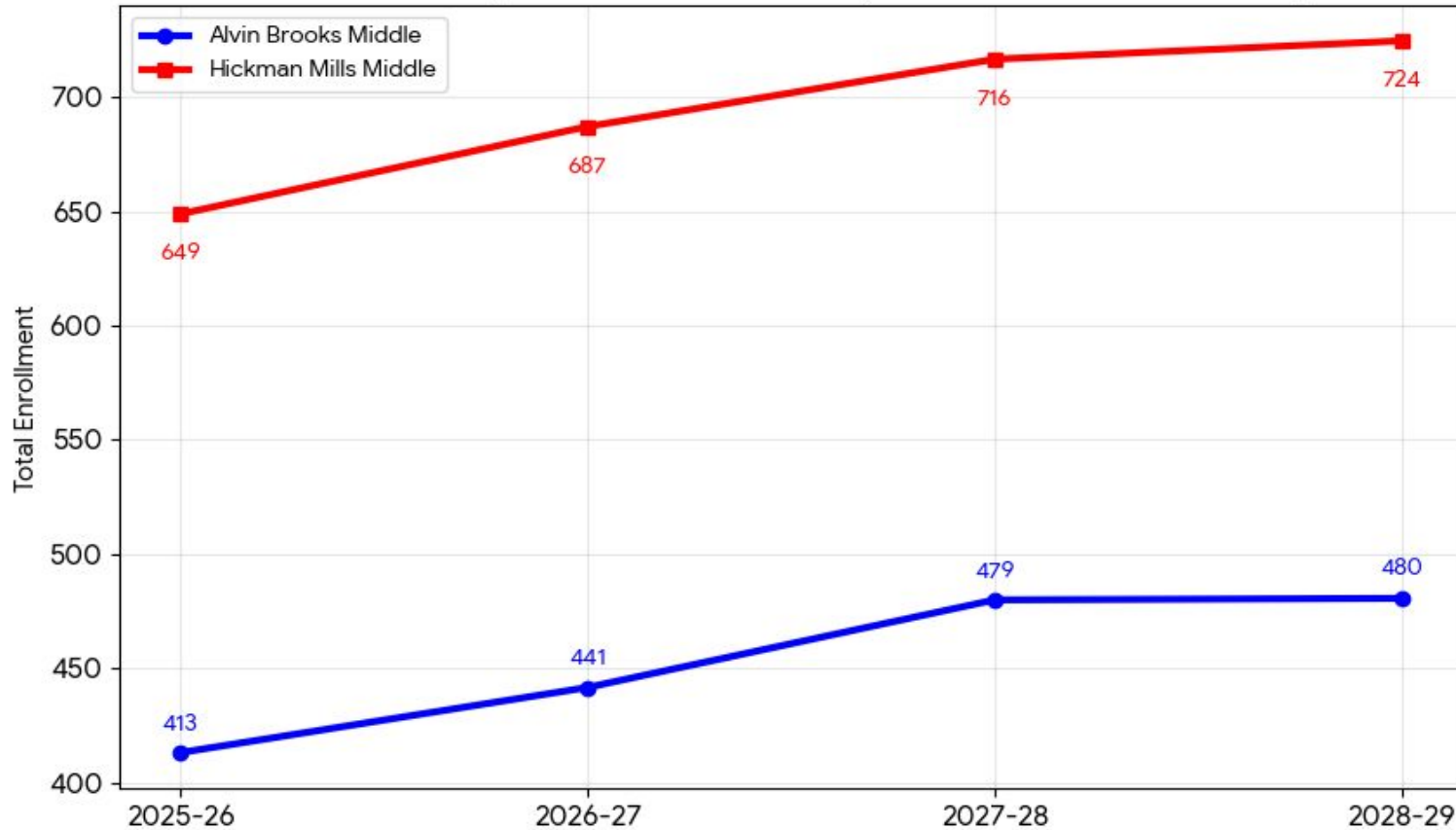
Elementary Three Year Projection



Middle School Enrollment Projections



Enrollment Projection: Middle Schools (Alvin Brooks & Hickman Mills)



School Reconfiguration Highlights:



- Better aligns elementary school capacity with student enrollment
- Elementary walk zones increased (transportation efficiency)
- Truman community remains intact but in a newer building (Alvin Brooks)
- Current Truman site closes, which needs significant deferred maintenance
- 6th Grade Center concept previously done and well received by staff and community
- 6th Grade Center students connected to middle school site, can share transportation resulting in savings
- John Sharp Early Learning can utilize Alvin Brooks elementary gym as this site returns to a PK-5 Elem School

School Reconfigurations Cost Savings 26-27



\$3,120,331

FINANCIAL UPDATE



Aigne' Cox, MBA, SFO

Executive Director of Business and Finance

HICKMAN MILLS 2025-2026 OPERATING BUDGET PROJECTION



	Actual 2023-24	Actual 2024-25	Projection 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29
Beginning Fund Balance	35,900,883	32,676,785	24,585,490	10,534,575	(5,110,293)	(21,820,349)
Total Revenues	93,174,397	93,317,772	90,063,943	90,263,767	91,078,410	91,400,951
Total Expenditures	96,398,495	101,409,067	102,722,727	104,515,153	106,359,535	108,257,660
Transfer to Fund 4	-	-	1,392,131	1,393,481	1,428,931	1,462,431
Total Surplus/(Deficit)	(3,224,098)	(8,091,295)	(14,050,915)	(15,644,867)	(16,710,056)	(18,319,140)
Ending Fund Balance \$	32,676,785	24,585,490	10,534,575	(5,110,293)	(21,820,349)	(40,139,489)
Ending Fund Balance %	33.9%	24.2%	10.3%	-4.9%	-20.5%	-37.1%
<i>Adjusted Beg. Fund Balance</i>	N/A	N/A	24,585,490	13,790,001	19,090,021	20,140,324
Revenues	93,174,397	93,317,772	90,063,943	90,263,767	91,078,410	91,400,951
<i>Debt Levy Transfer to Operating</i>	-	-	-	2,023,828	2,023,828	2,023,828
<i>No Tax Increase GO Bond</i>	-	-	-	1,393,481	1,428,931	1,462,431
Adjusted Revenue	93,174,397	93,317,772	90,063,943	93,681,076	94,531,169	94,887,210
Expenditures	96,398,495	101,409,067	102,722,727	101,259,726	93,480,866	95,378,991
Transfer to Fund 4			1,392,131			
<i>Potential Cost Savings District Level</i>	-	-	(3,102,427)	(2,887,657)	-	-
<i>Potential Cost Savings Purchased Services</i>	-	-	(153,000)	(4,545,879)	-	-
<i>Potential Cost Savings Building Level</i>	-	-	-	(2,324,802)	-	-
Total Estimated Savings for School Reconfiguration				(3,120,331)		
Expenditures After Cost Savings Adjustments			100,859,432	88,381,057	93,480,866	95,378,991
Adjusted Total Surplus/(Deficit)			(10,795,489)	5,300,019	1,050,304	(491,780)
Adjusted Ending Fund Balance \$			13,790,001	19,090,021	20,140,324	19,648,544
Adjusted Ending Fund Balance %			13.4%	18.9%	21.5%	20.6%

By placing both measures on the April 2026 ballot, the district can:

- Reallocate existing resources to strengthen the Operating Fund
- Free up more than \$3 million annually for school operations, salaries, benefits, etc.
- Achieve these results with no tax increase to district residents.

**Projection based on potential cost savings, additional operating levy revenue*

**Projection based on potential cost savings, additional operating levy revenue*

**Includes the reduction of expenditures based on cost savings from prior year*

**Subject to change based on board approval of reductions/cost savings*

**Contingent upon Voter approval on an April 2026 ballot, \$0.30 Debt Levy Transfer to Operating*

**Contingent upon Voter approval on a April 2026 ballot, No Tax Increase GO Bond*

The Road to a SUSTAINABLE DESTINY *Timeline*



PHASE ONE AUGUST - SEPTEMBER



- Financial analysis to determine the full scope of upcoming work
- Immediate identification of cost savings opportunities and evaluate long-term financial sustainability strategies

PHASE TWO AUGUST - OCTOBER



- Engage community and staff to ensure feedback-driven alignment with priorities

PHASE THREE NOVEMBER - DECEMBER



- Use stakeholder input and district data to chart a course for a sustainable future

PHASE FOUR DECEMBER - JANUARY



- Finalize and present recommendations to the Board of Education

JAN. 15
BOARD
VOTE

August

- August 11 – Convocation
- August 13 – Superintendent Meet and Greet
- August 21 – Board Meeting/ Press Conference
- August 22 – Superintendent Message
- August 28 – Town Hall Meeting – HMMS

September

- September 18 – Board of Education Regular Meeting
- September 25 – All Staff Meeting

October

- October 1 – Town Hall – HMMS
- October 2 – Board of Education Work Session
- October 16 – Board of Education Regular Meeting
- October 23 – System's Leaders/Operations Meeting

November

- November 6 – Board of Education Work Session
- November 10 – Principal Presentation/Staff Presentation
- November 18 – Community Meeting
- November 20 – Board of Education Regular Meeting
- November 21 – Board Work Session
- November 24 – Building Re-Configuration Conversations

December

- December 4 – Board of Education Meeting
- December 11 – Building Leaders Update

January

- January 7 – Truman Town Hall
- January 8 – Board of Education Work Session
- January 12 – Santa Fe & Alvin Brooks Town Hall
- January 15 – Board of Education Regular Meeting

ENGAGEMENT

INPUT

VOICE

IMPLEMENTATION

Recommendation #1



The Superintendent recommends Board approval of position eliminations, position reclassifications, contractual adjustments, and budget adjustments as presented for an estimated cost savings of \$9,758,338.

Recommendation #2



The Superintendent recommends Board approval of the School Reconfiguration plan as presented for an estimated cost savings of \$3,120,331.