



LAKEWOOD CITY SCHOOLS ELEMENTARY PLANNING TASK FORCE

September 11, 2024



Purpose of the Elementary Planning Task Force

The purpose of the Elementary Planning Task Force is to provide informed guidance and strategic recommendations to the superintendent on optimizing the use of district facilities, particularly where there is excess capacity. The Task Force will assist in analyzing scenarios for utilizing Lakewood's elementary schools; evaluating the financial, educational, and logistical impacts of potential changes; and developing opportunities to engage the community. Additionally, the Task Force will explore opportunities to enhance early childhood education through expanded Pre-K programs and to utilize available spaces for community purposes, ensuring that our facilities serve the evolving needs of our students and the wider community.

Elementary Planning Task Force

Meeting 1: Wednesday, August 28, 2024

- Reviewed the current state of the district's facilities, including facility history and ongoing projects.
- Identified key considerations such as enrollment, excess capacity, and financial considerations.
- Presented detailed information on an enrollment study, school boundaries, and building capacities.
- Introduced different scenarios for optimizing the use of elementary schools.
- Engaged in small group discussions to gather initial reactions and questions about the scenarios.
- Identified additional information needed to make informed decisions about the district's facilities.

Overview of Tonight's Meeting

Review Themes from Table Discussions

Overview of Gifted Education

Class Sizes and Educational Impact

Five Year Forecast

Pre-School and Overview of Special Ed

Next Steps

Review Themes From Table Discussion

- Capacity and Utilization Rates
- Financial Implications
- Class Sizes and Educational Outcomes
- Special Programs (Gifted, Special Ed, Preschool)
- Impact on Staff and Jobs
- School Building Use and Configuration
- Transportation and Walking Distances

Review Themes From Table Discussion

Capacity and Utilization Rates

- Clearer definitions of capacity and utilization assumptions (classroom sizes, number of buildings)
- Review enrollment projections and how they compare to actual data
- Look into the number of children in their home schools versus those open-enrolled in different schools
- Explore redistributing students to achieve more evenly distributed class sizes across schools

Review Themes From Table Discussion

Financial Implications

- Financial impact of each scenario, particularly cost savings, expenditures, and the need for future levies
- Details on cost drivers, such as closing one or more buildings and repurposing facilities
- How much would each scenario affect taxpayer contributions and the district's budget

Review Themes From Table Discussion

Class Sizes and Educational Outcomes

- Benefits and drawbacks of small class sizes
- What is the ideal class size for educational purposes?
- Updates on the latest enrollment information and comparisons to previous data
- How would changes in student numbers—such as an increase or decrease of 10%— affect the projected capacity and utilization rates
- Consider neighborhood turnover, with younger families moving in, to forecast future capacity

Review Themes From Table Discussion

Special Programs (Gifted, Special Ed, Preschool)

- Questions about the future of special education and gifted programs, including whether to keep them in current buildings or redistribute
- Preschool demand, availability, and whether to expand full-day Preschool programs
- Moving gifted or special education programs to home schools rather than concentrating them in specific buildings

Review Themes From Table Discussion

Impact on Staff and Jobs

- Concerns about potential staff cuts and job security under different scenarios
- How much lead time would staff receive if they need to move buildings?
- Interest in the future staffing plan, including teacher retirements, union considerations, and job-sharing possibilities
- Desire to ensure a smooth transition for both staff and families

Review Themes From Table Discussion

School Building Use and Configuration

- Numerous discussions about the best use of buildings, including scenarios for closing, repurposing, or reconfiguring
- Interest in converting some buildings to early childhood centers, preschool spaces, or community use (e.g., a recreation center)
- Ideas for new grade configurations, such as K-6 or moving 5th grade to middle schools

Review Themes From Table Discussion

Transportation and Walking Distances

- Concerns about walking distances, including the potential need for more crossing guards and managing new transportation logistics
- How would driving distances and walking safety be affected by redrawn district lines or school closures?
- Review average walk times and distances vs minimum and maximum

Gifted Education

- *No plans to change the current Gifted Services model as a part of this committee's work*
- **Self-Contained Classes at Grant**
 - Invitation and open house for students that qualify
 - 3rd - 5th grade
 - Typically one section per grade
- **Cluster Grouping**
 - Teachers with students identified as Gifted are required to complete annual PD
 - Utilize cluster groups to provide differentiated instruction and enrichment opportunities

Class Sizes – Educational Impact

Advantages of Neighborhood Schools

- Relationships (small team working with a small population of students/families)
- Siblings having the same teachers
- Research
 - Better Family Engagement
 - Better Attendance
 - Culturally Relevant Educational Experiences
- **All scenarios/solutions still involve neighborhood schools**

Class Sizes – Educational Impact

Impact of Declining Enrollment

- Teacher movement
 - Changing assignment
 - Different buildings
 - Late changes
 - Lose some of the advantages of the neighborhood schools
- Bad enrollment breakpoints
 - 22/25 students – when there is 28 or 30?
 - Could we do more for intervention and enrichment?

Scenario 1 - Reinvent Lincoln

Scenario 1 - Reinvent Lincoln

School	KG			1			2			3			4			5			Total
	Students	Teachers	Average	Students	Teachers	Average	Students	Teachers	Average	Students	Teachers	Average	Students	Teachers	Average	Students	Teachers	Average	
	Per Grade		Class Size	Per Grade		Class Size	Per Grade		Class Size	Per Grade		Class Size	Per Grade		Class Size	Per Grade		Class Size	
Emerson	62	3	21	81	4	20	65	3	22	64	3	21	58	3	19	55	2	28	385
Grant	38	2	18	48	2	24	50	2	25	63	3	21	76	3	25	67	3	22	340
Harrison	44	2	22	45	2	23	52	3	17	38	2	19	39	2	20	41	2	21	259
Hayes	33	2	17	37	2	19	41	2	21	24	1	24	43	2	22	34	2	17	212
Horace Mann	67	3	22	64	3	21	70	3	23	55	3	18	50	2	25	59	3	20	365
Lincoln	N/A			N/A			N/A			N/A			N/A			N/A			N/A
Roosevelt	40	2	20	42	2	21	44	2	22	34	2	17	34	2	17	29	1	29	223
	14			15			15			14			14			13			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	14	15
1	317	15	15
2	322	15	15
3	278	14	16
4	300	14	14
5	285	13	15
Total	1784	85	90

K - 2 uses an average class size of 22
 3 - 5 uses an average class size of 25

- * - Assumptions
- Balanced enrollment by building

Instructional Teacher Reduction in Cost
 \$ 415,000.00

Specials Teacher Reduction in Cost
 \$ 415,000.00

Scenario 2 - Reinvent Roosevelt

Scenario 2 - Reinvent Roosevelt

School	KG			1			2			3			4			5			Total
	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	
Emerson	45	2	23	62	3	21	44	2	22	42	2	21	36	2	18	32	2	16	261
Grant	42	2	21	46	2	23	53	3	18	61	3	20	73	3	24	68	3	23	343
Harrison	54	3	18	58	3	19	69	3	23	59	3	20	45	2	23	49	2	25	334
Hayes	51	3	17	50	2	25	60	3	20	32	2	16	59	3	20	50	2	25	302
Horace Mann	37	2	19	63	3	21	50	2	25	53	2	27	41	2	21	50	2	25	294
Lincoln	53	3	18	38	2	19	46	2	23	31	2	16	46	2	23	36	2	18	250
Roosevelt	N/A			N/A			N/A			N/A			N/A			N/A			
	15			15			15			14			14			13			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	15	15
1	317	15	15
2	322	15	15
3	278	14	16
4	300	14	14
5	285	13	15
Total	1784	86	90

K - 2 uses an average class size of 22
 3 - 5 uses an average class size of 25

* - Assumptions

- Balanced enrollment by building

Instructional Teacher Reduction in Cost
 \$332,000.00

Specials Teacher Reduction in Cost
 \$415,000.00

Scenario 3 - Reinvent Grant

Scenario 3 - Reinvent Grant

School	KG			1			2			3			4			5			Total
	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	
Emerson	46	2	23	62	3	21	44	2	22	42	2	21	37	2	19	32	2	16	263
Grant	N/A			N/A			N/A			N/A			N/A			N/A			
Harrison	51	3	17	59	3	20	62	3	21	51	2	26	49	2	25	53	2	27	325
Hayes	46	2	23	50	2	25	61	3	20	29	2	15	53	3	18	50	2	25	289
Horace Mann	31	2	16	57	3	19	42	2	21	50	2	25	37	2	19	45	2	23	262
Lincoln	59	3	20	48	2	24	56	3	19	36	2	18	57	3	19	44	2	22	300
Roosevelt	49	2	25	41	2	21	57	3	19	70	3	23	67	3	22	61	3	20	345
	14			15			16			13			15			13			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	14	15
1	317	15	15
2	322	16	15
3	278	13	16
4	300	15	14
5	285	13	15
Total	1784	86	90

K - 2 uses an average class size of 22
3 - 5 uses an average class size of 25

* - Assumptions

- Balanced enrollment by building

Instructional Teacher Reduction in Cost

\$ 332,000.00

Specials Teacher Reduction in Cost

\$ 415,000.00

Scenario 4 - Reinvent Grant & Roosevelt

Scenario 4 - Reinvent Grant & Roosevelt

School	KG			1			2			3			4			5			Total
	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	
Emerson	69	3	23	83	4	21	75	4	19	67	3	22	68	3	23	66	3	22	428
Grant	N/A			N/A			N/A			N/A			N/A			N/A			
Harrison	59	3	20	66	3	22	62	3	21	55	3	18	50	2	25	45	2	23	337
Hayes	48	2	24	50	2	25	68	3	23	34	2	17	58	3	19	53	2	27	311
Horace Mann	59	3	20	77	4	19	67	3	22	64	3	21	53	2	27	55	2	28	375
Lincoln	47	2	24	41	2	21	50	2	25	59	3	20	70	3	23	66	3	22	333
Roosevelt	N/A			N/A			N/A			N/A			N/A			N/A			N/A
	13			15			15			14			13			12			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	13	15
1	317	15	15
2	322	15	15
3	278	14	16
4	300	13	14
5	285	12	15
Total	1784	82	90

K - 2 uses an average class size of 22
 3 - 5 uses an average class size of 25

- * - Assumptions
- Balanced enrollment by building

Instructional Teacher Reduction in Cost
 \$ 664,000.00

Specials Teacher Reduction in Cost
 \$ 415,000.00

Scenario 5 - Reinvent Lincoln & Roosevelt

Scenario 5 - Reinvent Lincoln & Roosevelt

School	KG			1			2			3			4			5			Total
	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	
Emerson	70	3	23	77	4	19	62	3	21	61	3	20	60	3	20	49	2	25	379
Grant	41	2	21	42	2	21	48	2	24	56	3	19	67	3	22	65	3	22	319
Harrison	56	3	19	62	3	21	73	3	24	63	3	21	50	2	25	54	2	27	358
Hayes	50	2	25	50	2	25	60	3	20	32	2	16	59	3	20	47	2	24	298
Horace Ma	65	3	22	86	4	22	79	4	20	66	3	22	64	3	21	70	3	23	430
Lincoln	N/A			N/A			N/A			N/A			N/A			N/A			N/A
Roosevelt	N/A			N/A			N/A			N/A			N/A			N/A			N/A
	13			15			15			14			14			12			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	13	15
1	317	15	15
2	322	15	15
3	278	14	16
4	300	14	14
5	285	12	15
Total	1784	83	90

K - 2 uses an average class size of 22
 3 - 5 uses an average class size of 25

* - Assumptions

- Balanced enrollment by building

Instructional Teacher Reduction in Cost

\$ 581,000.00

Specials Teacher Reduction in Cost

\$ 415,000.00

Scenario 6 - Reinvent Lincoln & Grant

Scenario 6 - Reinvent Lincoln & Grant

School	KG			1			2			3			4			5			Total
	Students	Teachers	Average Class Size	Students	Teachers	Average Class Size	Students	Teachers	Average Class Size	Students	Teachers	Average Class Size	Students	Teachers	Average Class Size	Students	Teachers	Average Class Size	
	Per Grade			Per Grade			Per Grade			Per Grade			Per Grade			Per Grade			
Emerson	71	4	18	82	4	21	70	3	23	70	3	23	68	3	23	58	3	19	419
Grant	N/A			N/A			N/A			N/A			N/A			N/A			
Harrison	55	3	18	68	3	23	65	3	22	55	3	18	48	2	24	52	2	26	343
Hayes	41	2	21	55	3	18	57	3	19	36	2	18	55	2	28	50	2	25	294
Horace Mann	65	3	22	72	3	24	75	3	25	57	3	19	60	3	20	61	3	20	390
Lincoln	N/A			N/A			N/A			N/A			N/A			N/A			
Roosevelt	50	2	25	40	2	20	55	3	18	60	3	20	69	3	23	64	3	21	338
	14			15			15			14			13			13			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	14	15
1	317	15	15
2	322	15	15
3	278	14	16
4	300	13	14
5	285	13	15
Total	1784	84	90

K - 2 uses an average class size of 22
 3 - 5 uses an average class size of 25

- * - Assumptions
- Balanced enrollment by building

Instructional Teacher Reduction in Cost
 \$ 498,000.00

Specials Teacher Reduction in Cost
 \$ 415,000.00

Scenario 7 - Close No Schools, Balance Enrollment

Scenario 7 - Close No Schools, Balance Enrollment

School	KG			1			2			3			4			5			Total
	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	Students Per Grade	Teachers	Average Class Size	
Emerson	50	3	17	68	3	23	54	3	18	54	2	27	47	2	24	43	2	22	316
Grant	30	2	15	25	2	13	38	2	19	47	2	24	58	3	19	58	3	19	256
Harrison	39	2	20	42	2	21	49	2	25	36	2	18	39	2	20	39	2	20	244
Hayes	34	2	17	39	2	20	42	2	21	25	1	25	44	2	22	35	2	18	219
Horace Mann	36	2	18	62	3	21	49	2	25	53	2	27	40	2	20	49	2	25	289
Lincoln	48	2	24	36	2	18	44	2	22	27	1	27	38	2	19	33	2	17	226
Roosevelt	45	2	23	45	2	23	46	2	23	36	2	18	34	2	17	28	1	28	234
	15			16			15			12			15			14			1784

Grade Level Enrollment		Teachers	
2023-2024 School Year		Projected	Actual
PS			
K	282	15	15
1	317	16	15
2	322	15	15
3	278	12	16
4	300	15	14
5	285	14	15
Total	1784	87	90

K - 2 uses an average class size of 22
 3 - 5 uses an average class size of 25

- * - Assumptions
- Balanced enrollment by building

Instructional Teacher Reduction in Cost
 \$249,000.00

Small Group Discussion

1. What did you learn that you feel the community will need to understand about Gifted Education and the Educational Impact of Class Sizes?
2. What questions do you have about Gifted Education and the Educational Impact of Class Sizes?

Early Learning Center

Current Challenges

- Buildings–6 buildings
- Operating under 6 licenses
- Sharing resources, professional development,
- Team planning, student opportunities
- New funding procedures for students receiving Early Childhood Scholarships
- Related services have to travel

Early Learning Center

Opportunities

- Potential to attract more students/families and grow our numbers
- Offer more full and half day options depending on need
- Students with disabilities will have more inclusion opportunities
- Access to gym for gross motor activities(currently only Taft has a gross motor area that can be accessed at all times)
- Special support services will not need to travel, allow for more student contact time

Early Learning Center

Opportunities (cont.)

- Possibility of more families being able to take advantage of before and after school care
- Early learning culture and community (PTA, registration, age-appropriate lab and learning spaces)
- Offer more parent support PD opportunities
- Licensing will be for just one building, which will assist with new Ohio procedures for students receiving scholarship spots
- Allow us to use more classrooms for play based assessment, peer models, 3 and 4 year old models
- Ability to observe how students will do in a different LRE setting

Small Group Discussion

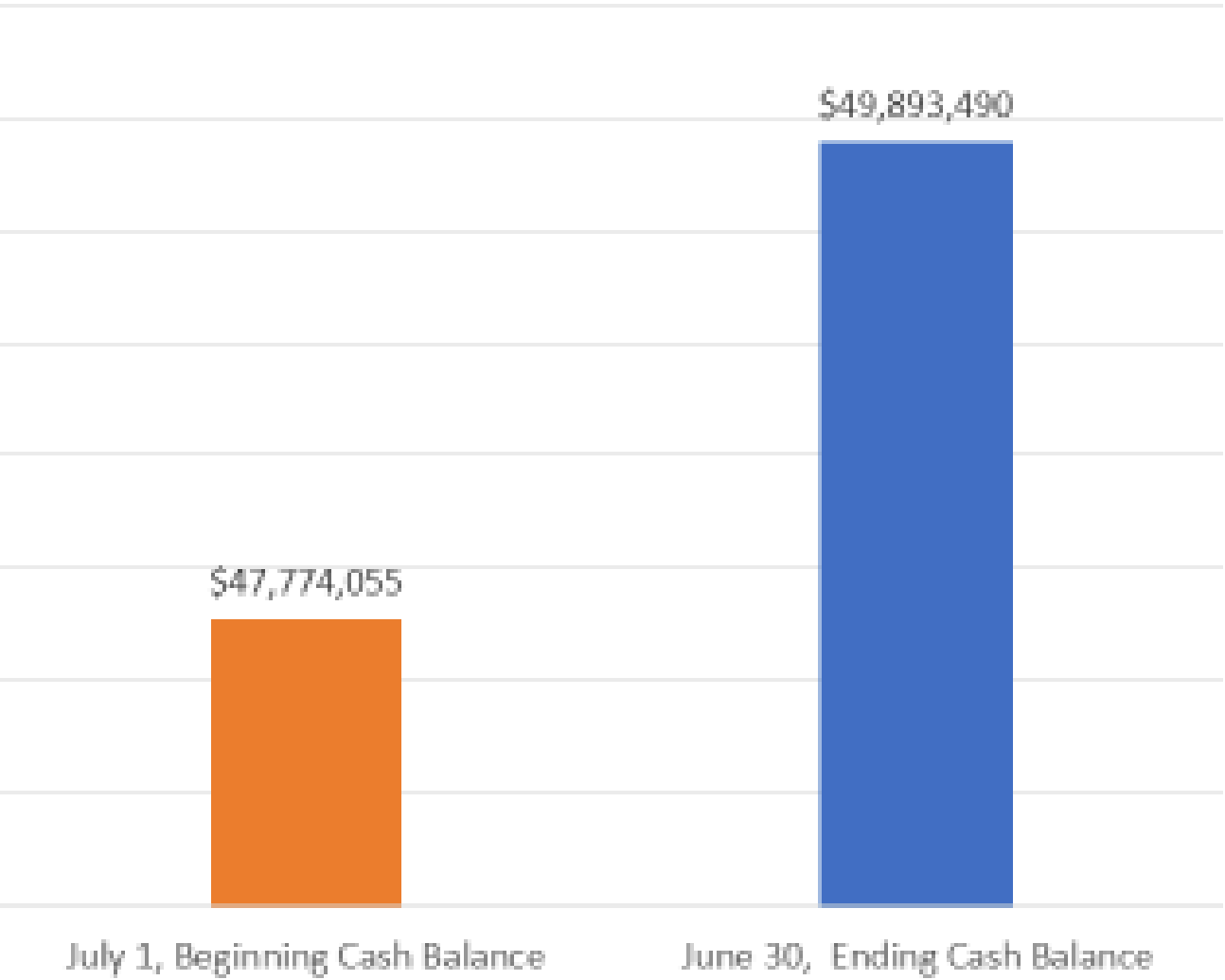
1. What did you learn that you feel the community will need to understand about Special Education and Preschool/Early Learning?
2. What questions do you have about Special Education and Preschool/Early Learning?

Financial Forecast Key Indicators & Analysis

Lakewood City SD

CURRENT FISCAL YEAR

Current Fiscal Year Projected Financial Analysis



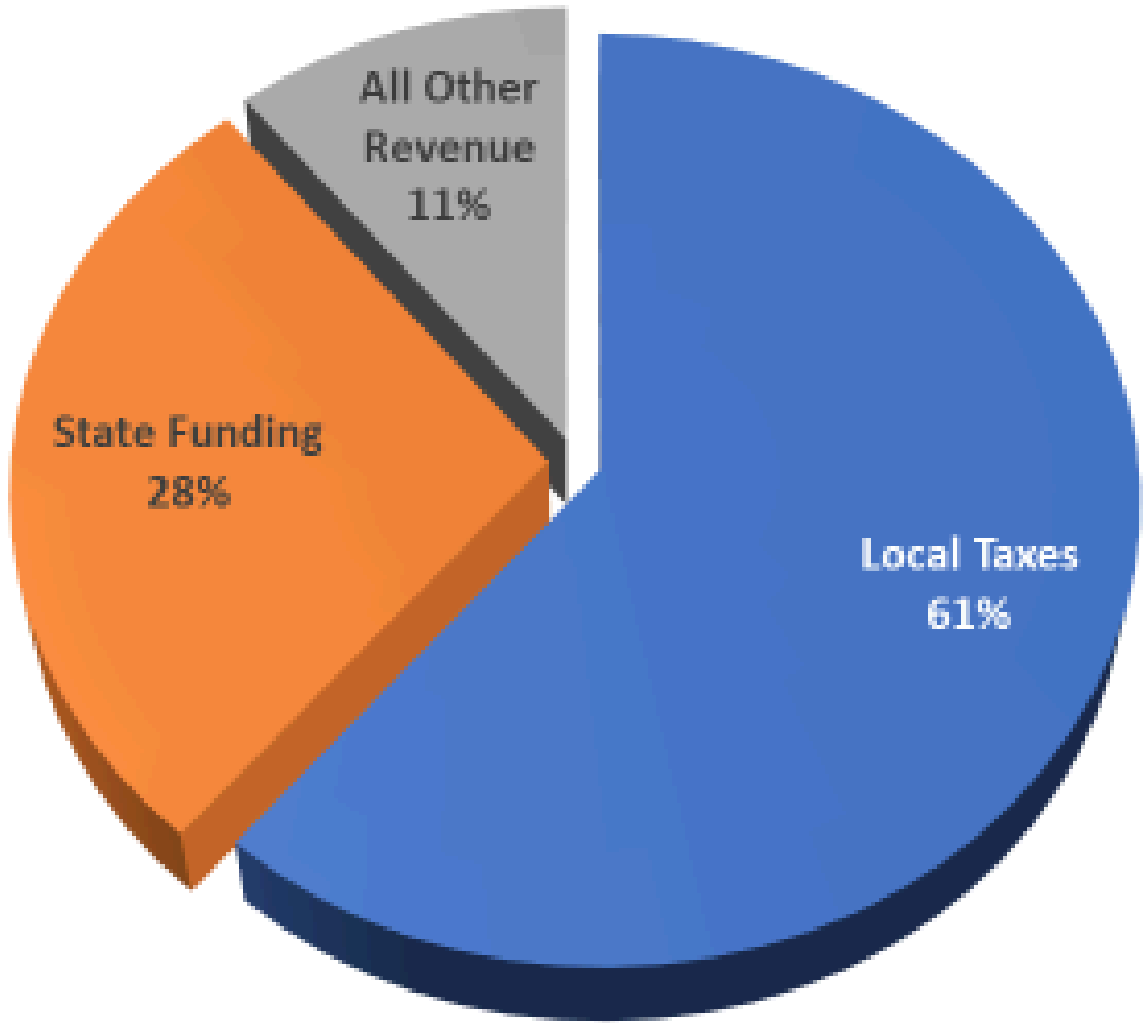
Financial Forecast Key Indicators & Analysis

Lakewood City SD

Projected General Fund Revenue	\$85,345,935
Projected General Fund Expenditures	\$83,226,500
Projected Gain For The Year Is	\$2,119,435

CURRENT FISCAL YEAR

Current Fiscal Year Projected Revenue Analysis

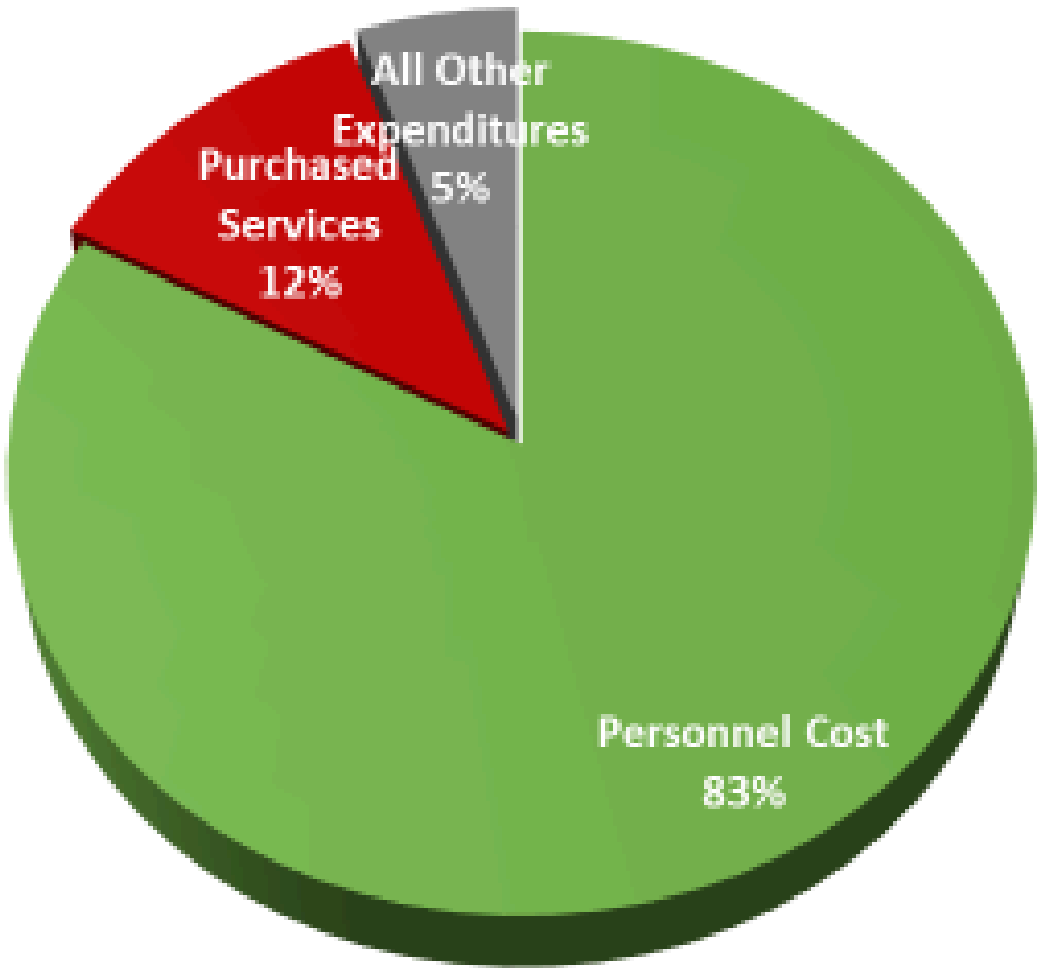


Financial Forecast Key Indicators & Analysis Lakewood City SD

Projected Local Taxes	\$52,223,210
Real Estate Property Taxes	\$49,383,173
Public Utility Property Taxes	\$2,840,037
Income Taxes	\$0
Projected State Funding	\$23,845,416
Fair School Funding Plan	\$16,964,049
Restricted State Funding	\$1,804,747
State Share of Local Taxes	\$5,076,620
Projected All Other Revenue	\$9,277,309
Other Operating Revenue	\$9,277,309
Other Sources	-\$0

CURRENT FISCAL YEAR

Current Fiscal Year Projected Expenditure Analysis



Financial Forecast Key Indicators & Analysis Lakewood City SD

Projected Personnel Costs	\$68,937,748
Salaries	\$49,779,443
Benefits	\$19,158,305

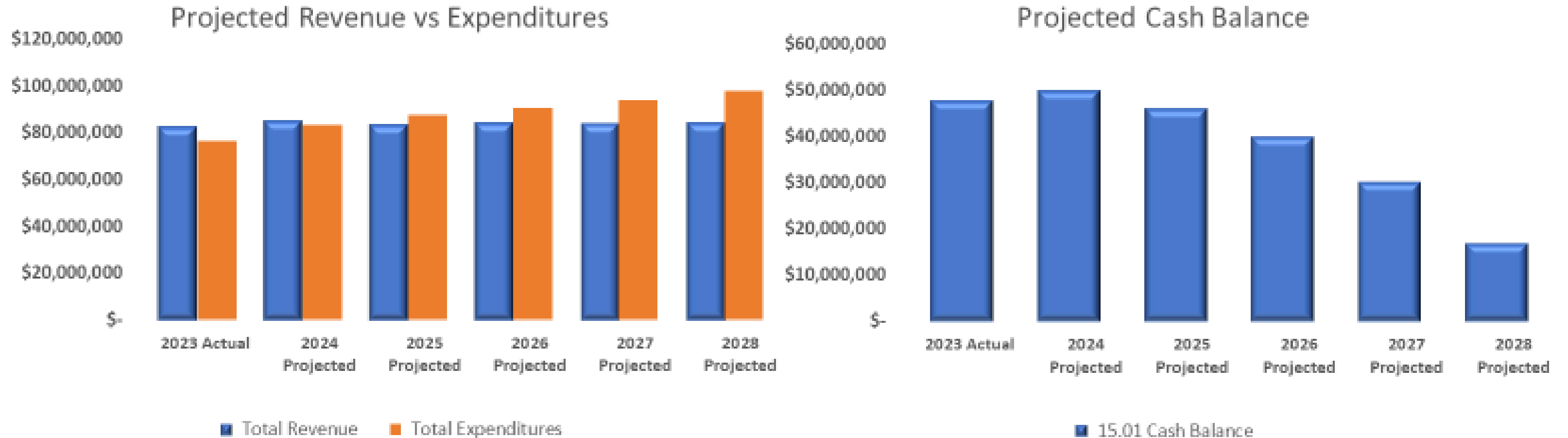
Projected Purchased Services	\$9,807,006
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Projected All Other Expenditures	\$4,481,746
Supplies, Capital, Debt, Other Operating	\$4,481,746
Advances, Transfer, Other Uses	\$0

FORECAST

FY 2024 through FY 2028 Forecast & Susta

Financial Forecast Key Indicators & Analysis
Lakewood City SD



Three Year Financial Outlook:

By FY 2026 the district is expected to trend toward a cash balance of \$39,851,342

Net loss for the year is -\$6,075,464

Five Year Financial Outlook:

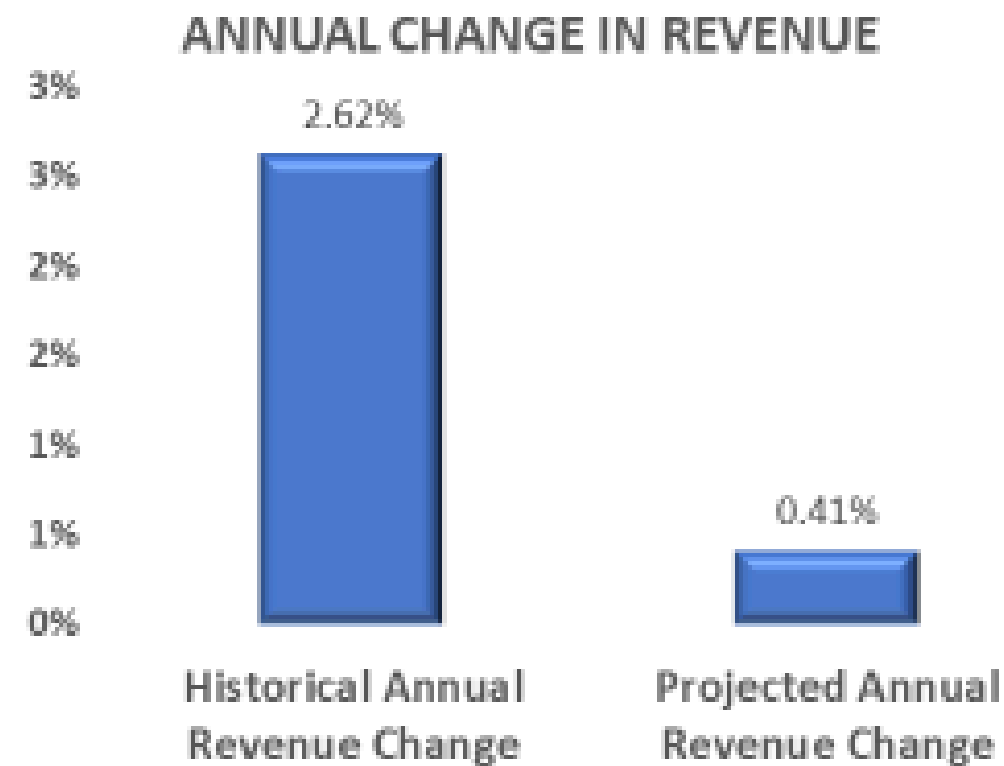
By FY 2028 the district's cash balance is projected to trend toward \$16,904,191

Projected Net loss for FY 2028 is -\$13,226,063

@2023 Frontline Education

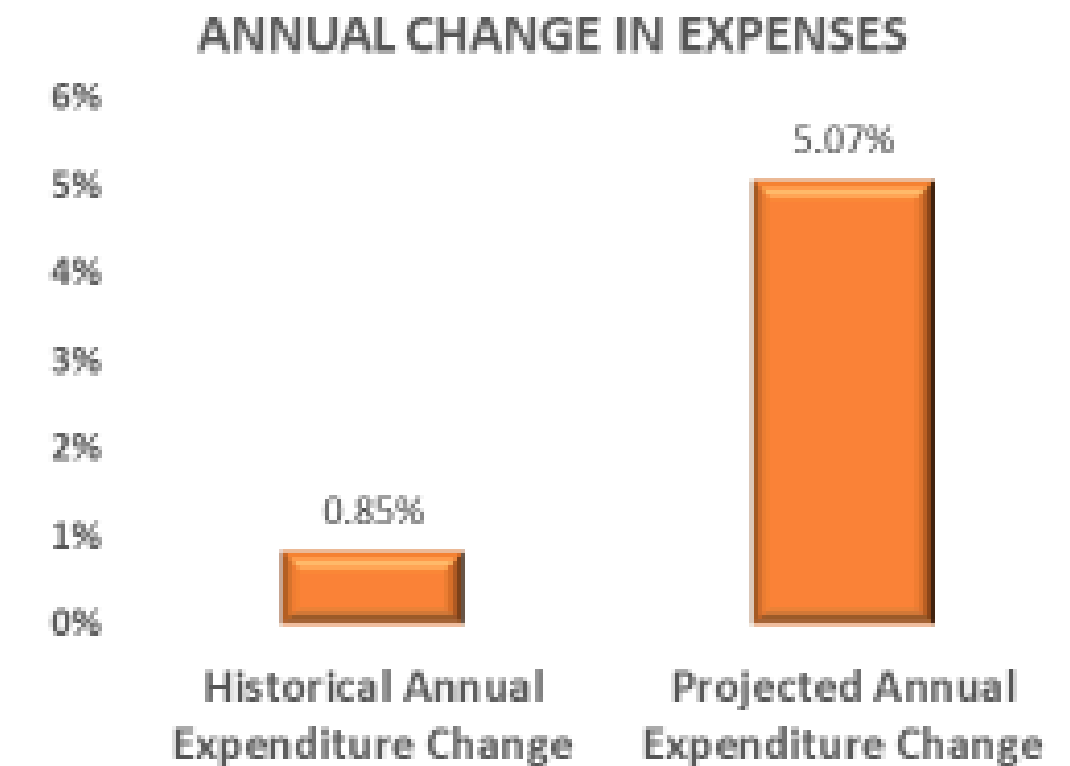
FORECAST

Average Annual Change in Key Revenue and Expenditure Assumptions



Historically Revenue Change Averaged 2.62% Annually From FY 2020-2023

Revenue is Projected to Change an Average of 0.41% Annually From FY 2024-2028



Historically Expenditure Change Averaged 0.85% Annually From FY 2020-2023

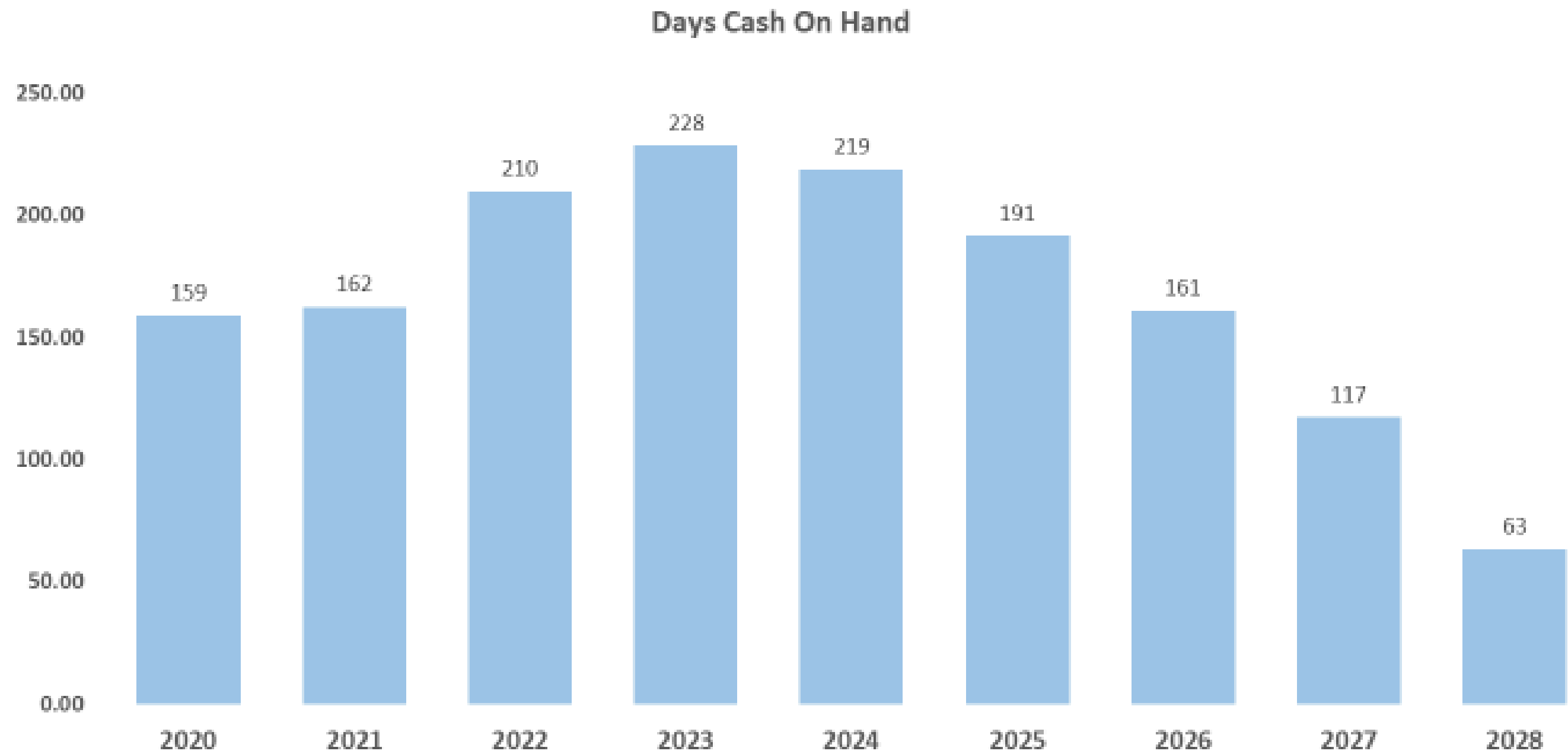
Expenditures are Projected to Change an Average of 5.07% Annually From FY 2024-2028

FORECAST

Calendar Days Cash on Hand

Financial Forecast Key Indicators & Analysis

Lakewood City SD



Note: Calculated on 365 Day Calendar Year

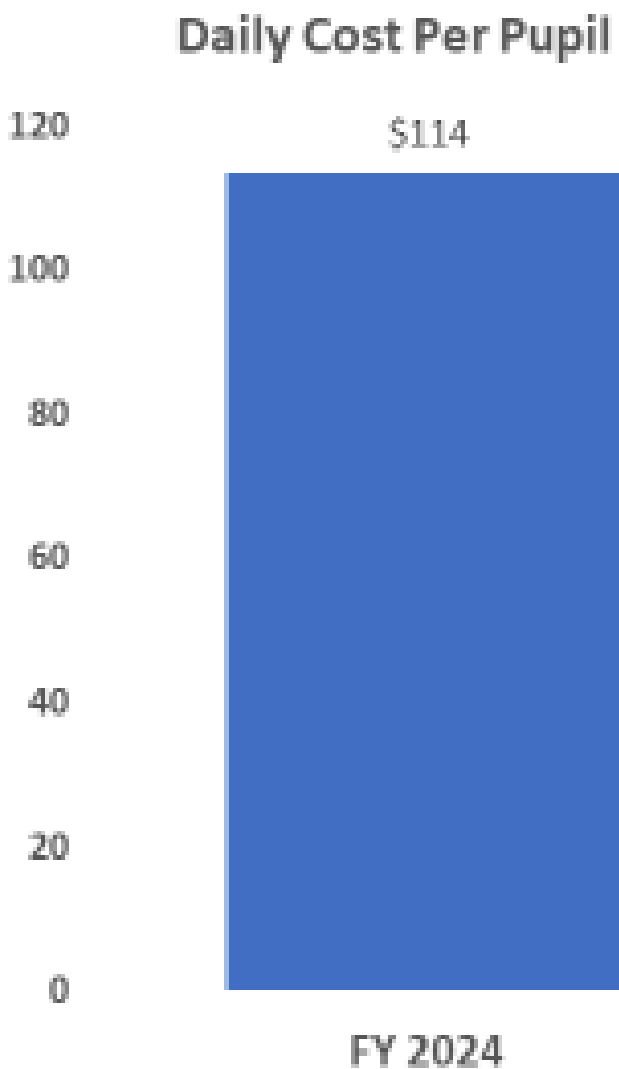
@2023 Frontline Education

DEMOGRAPHICS

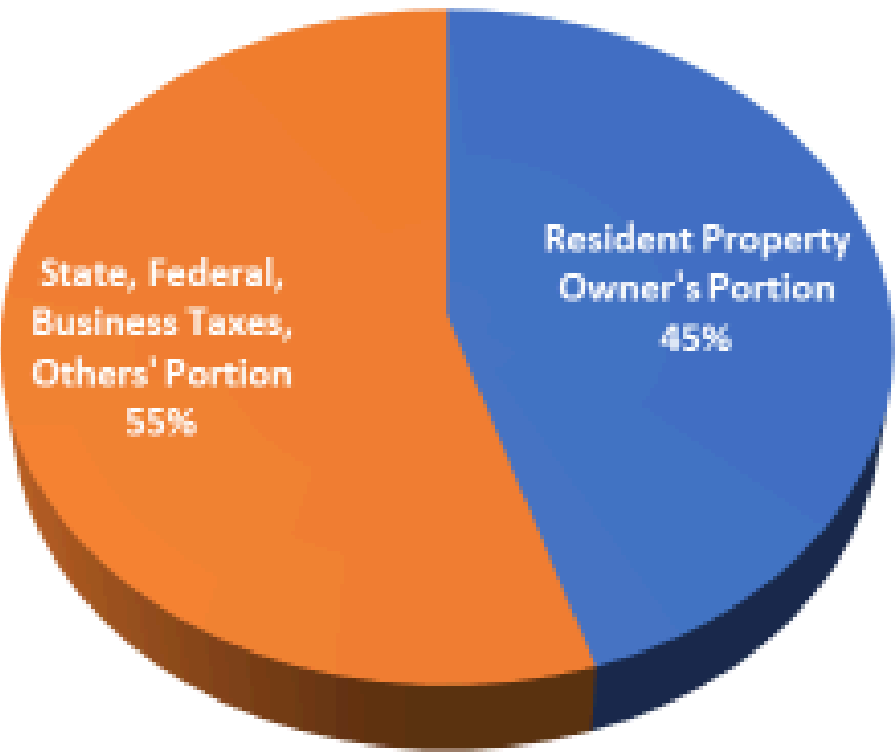
Daily Cost to Educate a Student and Resident Share

Financial Forecast Key Indicators & Analysis

Lakewood City SD



FY 2024 Per Pupil Expenditure Support



Note: Local share is calculated using a ratio of Class I property value, effective tax rate relative to total calculated property tax revenue. It also includes income tax levies if applicable.

Note: Assumes 180 Day School Year

@ 2023 Frontline Education

Small Group Discussion

1. What did you learn that you feel the community will need to understand about the Five Year Forecast?
2. What questions do you have about the Five Year Forecast?

Next Steps

- The next Task Force meeting is Wednesday, September 25 at 6:30 p.m.
- This presentation and a meeting recap will be shared with you after the meeting.
- We will begin the next meeting with a brief recap of today's presentation topics and share key points from each small group's discussion.

Thank you for participating in the Elementary Planning Task Force!