Structural Deficit Reduction Plan Phase III Update
School Closure/Consolidation Scenarios

September 29, 2025

EVANSTON/SKOKIE
SCHOOL DISTRICT 65

Every Child, Every Day, Whatever it Takes

COLLABORATIO
N



Focus on
Joyful Learning

SERVANT
LEADER

J-FACTOR

Student-centered



Accountability
&
Transparency



A Look Back:
Structural Deficit Reduction Plan (SDRP)

Evolution/Phases of Structural Deficit Reduction Plan

FY24	FY25	FY26	FY27 and Beyond
Identification	**Phase I: Immediate Cuts**	**Phase II: Stabilize**	**Phase III: Sustainability**
Began in February 2024 Identified and approved $6.5M in reductions for FY25	**Hiring Freeze** Eliminated vacant positions Purchased Services reductions Developed SDRP Framework (includes stakeholder engagement)	**$13.2M in Reductions** Stakeholder Engagement & Decision-making: December 2024 January 2025 Effective July 1, 2025	**$10-15M in Reductions** Stakeholder Engagement & SDRP Committee Work: Began February 1 and will remain ongoing Goes into effect: July 1, 2026

Phase I and II: Preserving Critical Investments



What we heard

Our Response

Prioritize and retain talented educators	Reached a four-year contract with DEC with highly competitive compensation package
Reduce central office administration	Reimagining "top-down" approach of central office Reduction of 22 central office FTEs in FY25 with proposed reductions of 21-26 FTEs in FY26
Support our most vulnerable students	Maintaining, with the goal of enhancing, individualized education and multilingual services
Retain staff who support students' mental health and social emotional needs	No reduction to social work, psychology, mental health, and therapy services
Avoid short-term borrowing / state takeover	Resolute decision making by bringing forward aggressive plan that hits reduction targets

Phase I and II: Preserving Critical Investments



What we heard

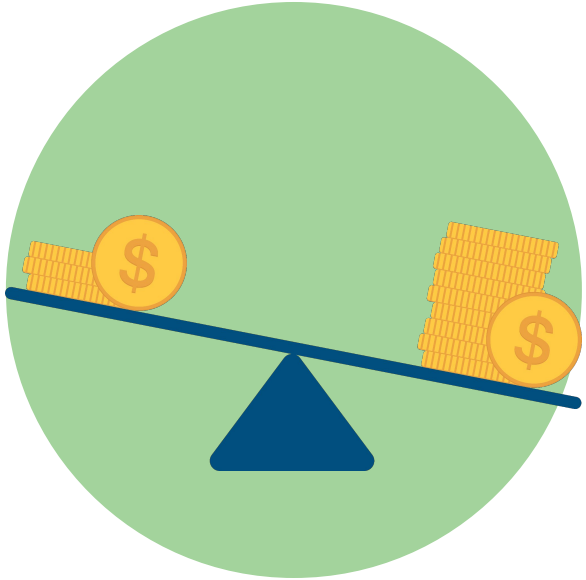
Our Response

What we heard	Our Response
Class sizes should remain small	Class sizes will remain within district guidelines (K-2: 23 students; 3-5: 25 students; 6-8: 28 students)
Ensure students have access to arts, athletics, and extracurriculars	Maintaining fine arts, physical education, and library services as part of students' daily schedule (includes SEEL, Computer Science, athletics)
Ensure continuance of magnet programs	Continue to offer ACC/TWI (with dual language expansion through eighth grade)
Be thoughtful about school closures and retaining assets	No school closures for the 2025-2026 school year. SDRP Phase 3 will begin in February 2025 (consideration for future school closures/consolidation)

Phase III:
Working Toward Financial Sustainability



Why consider the need for consolidation/closures?



Ensuring Long-term Financial Stability



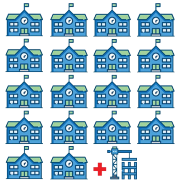
School Buildings in Need of Significant Repairs and Improvements



Declining Student Enrollment and Underutilized Schools

Facilities





18 School Buildings
(+Foster) with 1.2M sqft of building space



8 Square Miles
D65 Attendance Boundaries



79 Years Old
(average building age)

Poor or Very Poor
building conditions



$188 Million
in recommended facility repairs/improvements

Facilities - Capacity

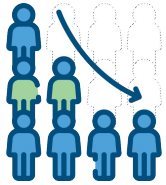
- 18 school buildings (1.2 million sq. ft of usable space)
- Schools serve an attendance boundary of 8 sq. miles.
- Current occupancy rate is 65% and will drop to **58%** when Foster opens and Rhodes closes.
- Buildings range from 7% overutilized to 47% underutilized

Facilities - Repair and Maintenance

- All Facility Cost Index (FCI) building rankings are poor or very poor with the exception of one building.
- The MFP projected $188 million in work over a 10 year period of time in 2021.
- Over 25% of buildings roofs are considered "unsatisfactory" and in need of replacement.
- 4 of 18 buildings are less than 50% ADA accessible.

***Every* student has access to high quality, robust programming and the best and brightest staff. School closures/consolidations may allow us better align resources to meet this goal.**

Students



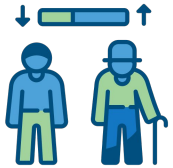
6,193 Students

declining enrollment for the next 10 years (aging population)



~~65%~~ 58% Occupancy

school building occupancy



Decreasing # of Youth

2020 Census indicates a decreasing # of youth under 13



73% Enrollment Average

D65 returns to pre-pandemic enrollment averages

District enrollment has been consistently decreasing.

- Peak reported enrollment of 7,559 in 2016-2017 to 6,193 in 2024-2025.

Enrollment decreases are most evident in K-5 grade and in the Nichols and Haven feeder patterns.

District buildings are currently at 65% of their occupancy rate and this will shift downward when Foster opens and Rhodes closes.

The 2020 census indicates fewer children growing up in the Evanston Township boundaries - for example there were 1,056 13 years olds and 886 five year olds.

The median percent of students enrolled in the attendance boundaries has recovered 3% and is approaching pre-pandemic enrollment levels.

Finance



$189 Million
operating budget



$20 Million
in operational reductions
over the past two years



$10-$15 Million
in estimated reductions
necessary for FY27



2.3% Expense Growth
Expenses outpace revenues on an annual basis *(structural deficit)*

- The Operating Budget supports all major district operations, programs and facilities.
- $20 million in operational reductions includes
  - Position closures/staffing reductions, and purchased services reductions (greater efficiencies)
- $10 - $15 million estimated reductions for FY27
  - Necessary to maintain financial stability and move toward sustainability.
  - Avoid short-term borrowing
- The Structural Deficit Reality
  - Expenditures have outpaced revenues by 2.3% annually over the past five years (FY19–FY24).

***Every* student has access to high quality, robust programming and the best and brightest staff. School closures/consolidations may allow us better align resources to meet this goal.**

Our Reality: Taking a holistic look



$189 Million
operating budget

$20 Million
in operational reductions over the past two years alone

$10 -15 Million
in estimated reductions necessary for FY27

2.3% Expense Growth
expenses outpace revenues on an annual basis *(structural deficit)*



18 School Buildings
(+Foster) with 1.2M sq ft of building space

8 Square Miles
D65 Attendance Boundaries

79 Years Old
(average building age)

$188 Million
in recommended facility repairs/improvements

Poor or Very Poor
building conditions



6,193 Students
declining enrollment for the next 10 years (aging population)

~~65%~~ 58% Occupancy
school building occupancy

Decreasing # of Youth
2020 Census indicates a decreasing # of youth under 13

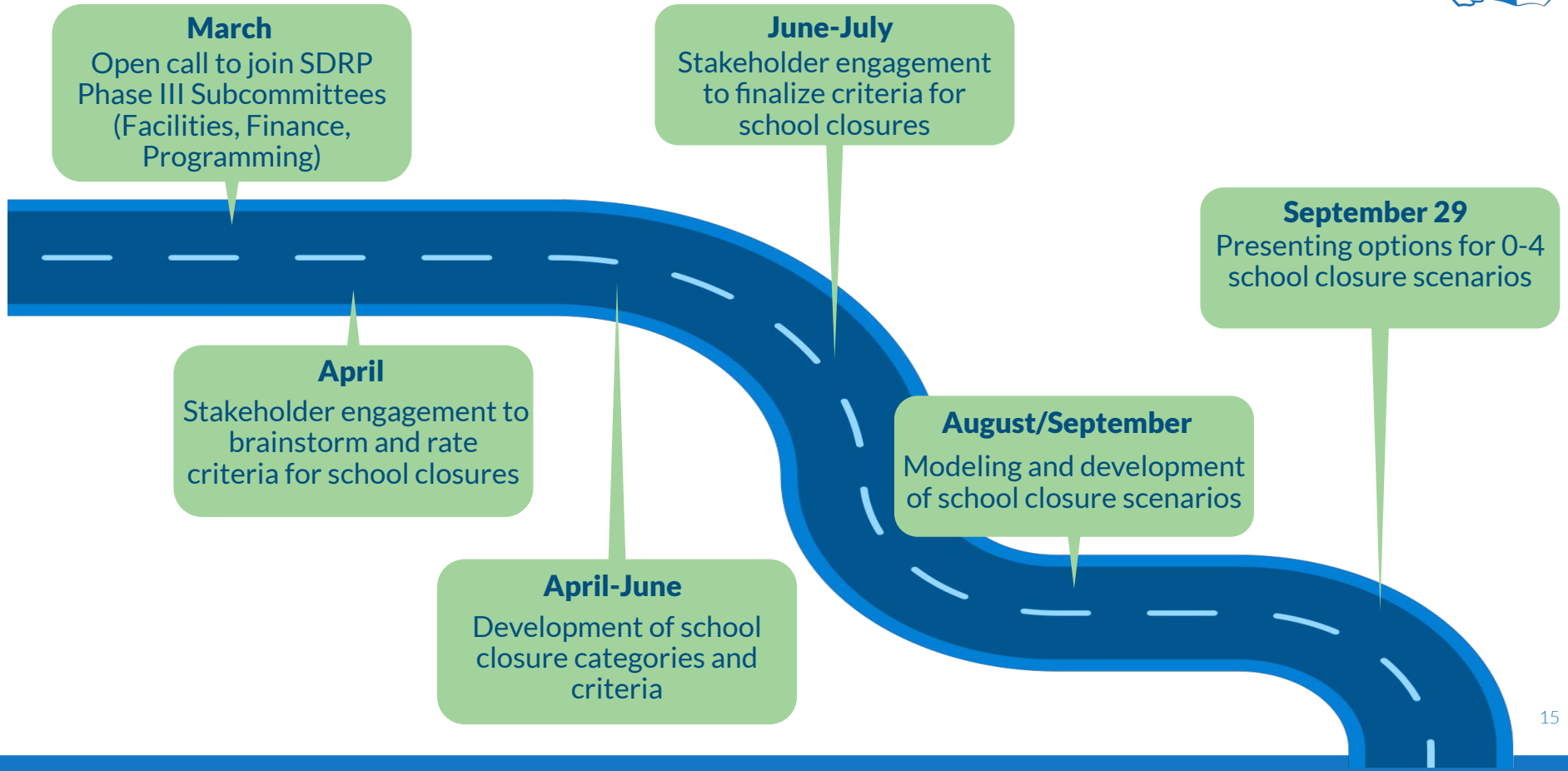
79.3% Enrollment Average
D65 returns to pre-pandemic student enrollment

Goals for Tonight's Discussion

SDRP Decision-Making

- The administration was charged with making SDRP-related recommendations to the Board for consideration.
- All school closure and consolidations decisions are that of the Board.
- Open application processes for SDRP subcommittees.
  - Administration selected ~60 parents/caregivers, staff, and community members to be thought partners.
  - Committee feedback was one of numerous resources that the administration used in formulating the administration recommendations to the School Board tonight.
- All aspects rooted in stakeholder voice.

Phase III Roadmap: How we got to this point?



Categories & Criteria

EQUITY

Connecting Every Student to the Resources and Support They Deserve

We remain committed to fully understanding and assessing potential decisions to ensure they do not disproportionately affect the diverse communities we serve.

Criteria

- **Impact on Students:** Consider how many students would have to change schools—and which students are most affected.
- **Demographics of Impact:** Identifying whether certain groups (socioeconomic status, language, or special education status) are more heavily impacted.



GEOGRAPHY

Making School Access Safe and Practical

We are committed to ensuring that any changes to boundaries minimize the challenges students and families may face getting to school each day.



Criteria

- **Walkability:** Ensuring as many students as possible remain within a reasonable walking distance of their school *(recommendation to model 0.75 miles or less).*
- **Safe Routes to School:** Taking into account known safety concerns (such as traffic and hazards identified by IDOT) near schools or along common travel routes.
- **Transportation Needs and Costs:** Percentage of students who would qualify for transportation and accompanying costs.
- **Geographic Proximity:** Average distance of three closest adjacent **schools.**

BUILDING FUNCTIONALITY

Ensuring Schools Meet Today's and Tomorrow's Needs

We must ensure that buildings are designed and equipped to support high-quality academic and social emotional learning experiences for all students—now and in the future.

Criteria

- **Accessibility:** Whether buildings meet current ADA standards and are fully accessible to all students and staff.
- **Key Facilities:** Whether the school includes dedicated, separate spaces for a cafeteria and gym to support student health, wellness, and instructional activities throughout the day.
- **Size of School Facility:** Assess the number of classrooms that a school has that can serve students and support overall enrollment.



FINANCIAL IMPACT

Being Responsible with Public Resources

We must make fiscally responsible decisions that support long-term sustainability and allow us to invest more directly in teaching and learning and overall student experiences.



Criteria - Building Income

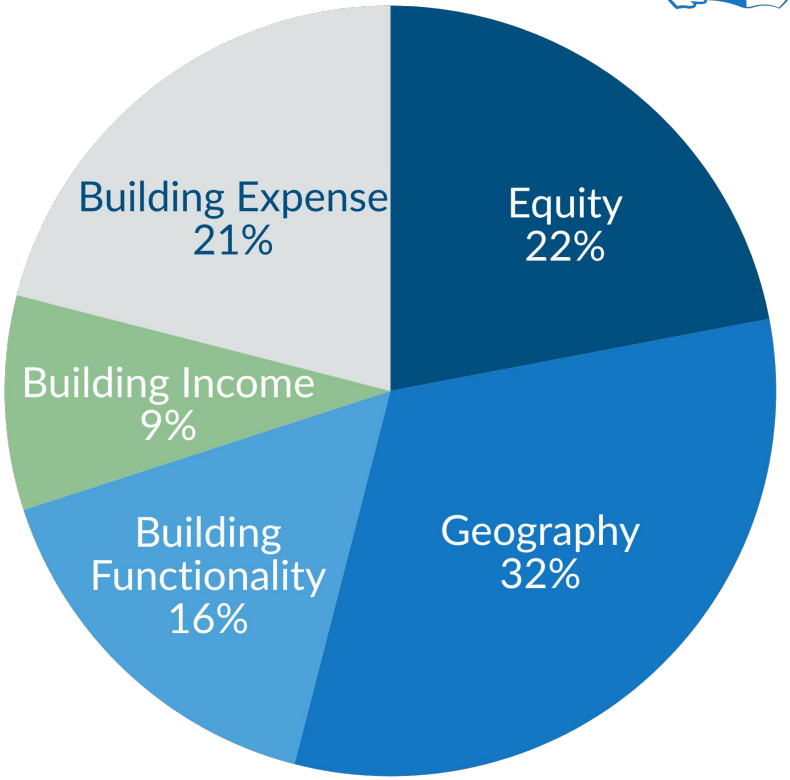
- **Revenue Opportunities:** The potential for a property to generate income for the district if repurposed or sold, including considerations related to landmark status and zoning restrictions.

Criteria - Building Cost

- **Operating Costs:** The ongoing monthly expenses to operate each building, including utilities, maintenance, and related costs.
- **Capital Expenses:** The projected costs required to bring each building up to baseline safety, accessibility, and instructional standards.

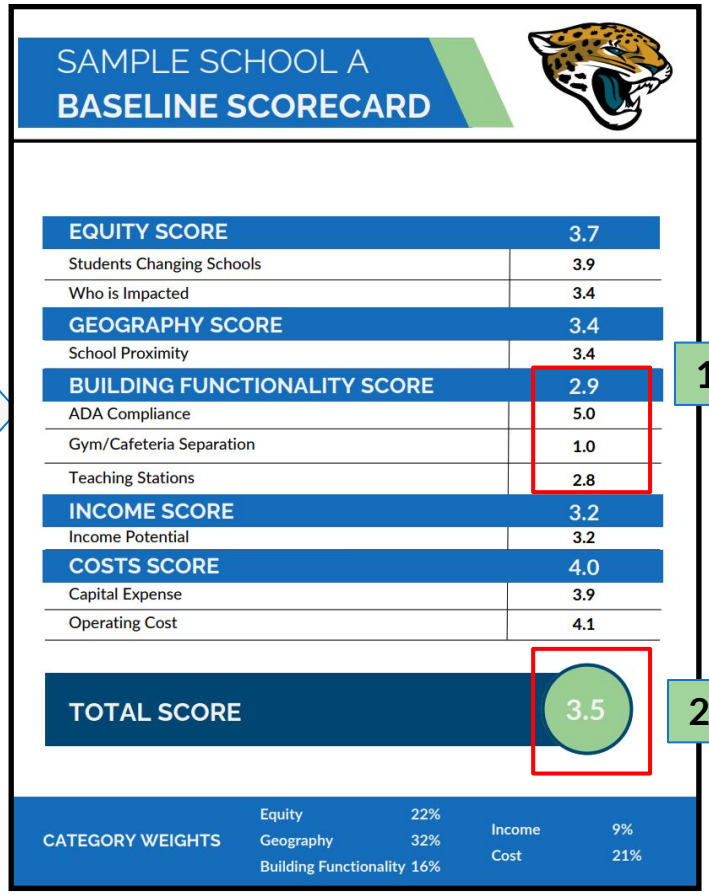
Category Weighting

Category	Weight
Equity	22%
Geography	32%
Building Functionality	16%
Building Income	9%
Building Cost	21%



Moving Forward

Data Collection and Calculations



SAMPLE SCHOOL A
BASELINE SCORECARD

EQUITY SCORE	**3.7**
Students Changing Schools	3.9
Who is Impacted	3.4
GEOGRAPHY SCORE	**3.4**
School Proximity	3.4
BUILDING FUNCTIONALITY SCORE	**2.9**
ADA Compliance	5.0
Gym/Cafeteria Separation	1.0
Teaching Stations	2.8
INCOME SCORE	**3.2**
Income Potential	3.2
COSTS SCORE	**4.0**
Capital Expense	3.9
Operating Cost	4.1
TOTAL SCORE	**3.5**

CATEGORY WEIGHTS				
	Equity	22%	Income	9%
	Geography	32%	Cost	21%
	Building Functionality	16%		

1

2

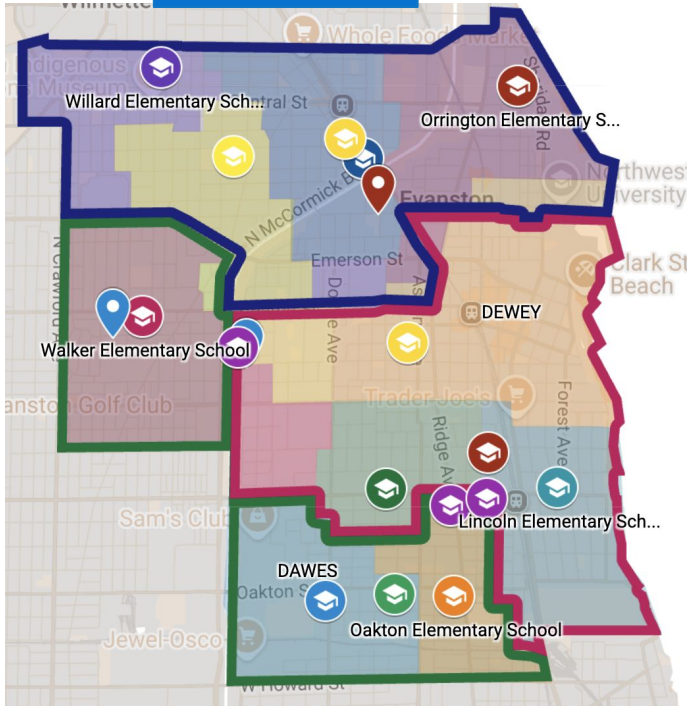
Scenario Development, Testing, and Iterating

Board Presentation: Scenarios (9/29)

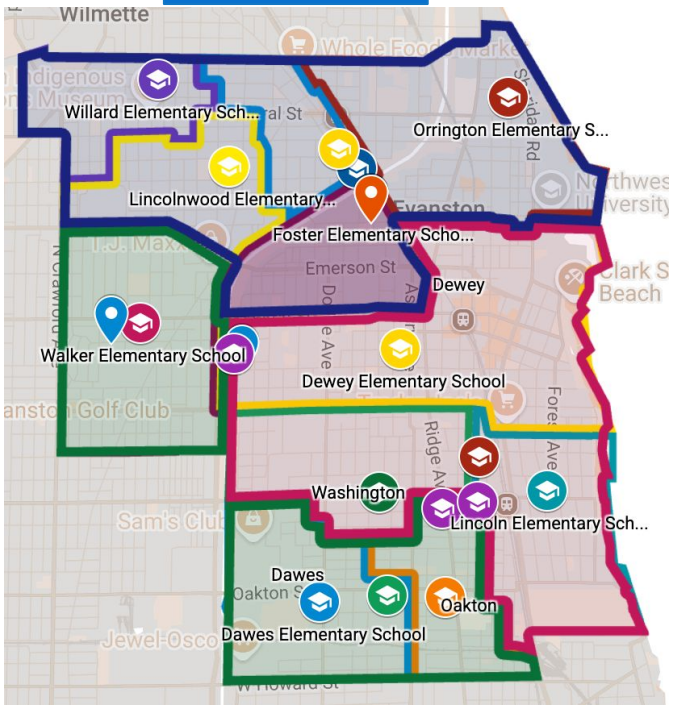
Scenario Assumptions

Context: District 65 has previously Board approved boundaries for the 2026-27 school year. The baseline data is for the 2026-27 boundaries.

Current



2026-27



Scenario Assumptions

Context: District 65 has previously Board approved boundaries for the 2026-27 school year. The baseline data is for the 2026-27 boundaries.

Student Mapping: Students are counted in the attendance boundary based on address including students in programs (STEP, RISE, ACC, TWI). The exceptions are Park, Rice and King Arts

Program Placement: Scenarios assign program placement. The placement was informed by guidance provided to District administration by the programs subcommittee. Building capacities were adjusted based on program placement.

Equity Scorecard Values: These values include all students who are reassigned from their baseline placement (not just the students in the closed schools).

Scenario Data Sets: These are early versions of the scenarios and will continue to be revised or refined as the interests of the Board and community feedback are considered.

District Property: Cost and income potential are considered in the scorecards. Use of District property is ultimately a School Board decision.

Baseline Scorecards

Baseline scorecards reflect an individual school's score using the weighted categories and criteria. Values are normalized to allow data points to be considered in relation to other school data.

	Equity			Geography		Building Functionality				Income	Costs			
(9/22)	Students Changing Schools	Who Is Impacted	Equity Score	School Proximity	Geography Score	ADA Compliance	Gym Cafeteria Separation	Teaching Stations	Building Score	Income Potential	Capital Expense	Operating Cost	Costs Score	Total Score
Walker	4.0	3.6	3.8	3.8	3.8	2.3	5.0	1.0	2.8	4.1	4.4	4.6	4.5	3.8
Orrington	2.1	2.4	2.2	5.0	5.0	1.0	1.0	1.7	1.2	4.0	5.0	5.0	5.0	3.7
Lincoln	4.8	4.3	4.5	2.9	2.9	5.0	5.0	4.0	4.7	1.0	3.4	2.9	3.1	3.4
Dawes	2.9	4.8	3.9	2.4	2.4	5.0	1.0	1.3	2.4	5.0	4.0	4.4	4.2	3.3
King Arts	5.0	4.6	4.8	2.7	2.7	5.0	5.0	5.0	5.0	3.4	1.0	1.0	1.0	3.2
Dewey	4.2	4.3	4.2	1.0	1.0	3.7	5.0	3.0	3.9	4.6	3.9	3.7	3.8	3.1
Willard	1.8	1.5	1.7	2.7	2.7	5.0	5.0	3.0	4.3	3.2	4.4	3.8	4.1	3.1
Oakton	4.6	5.0	4.8	1.7	1.7	1.0	5.0	3.7	3.2	1.6	1.6	3.5	2.5	2.8
Washington	4.5	3.8	4.2	1.5	1.5	3.7	5.0	3.0	3.9	3.4	1.9	1.7	1.8	2.7
Lincolnwood	1.0	1.0	1.0	1.1	1.1	1.0	1.0	1.3	1.1	4.3	3.9	4.8	4.3	2.1
Kingsley	1.0	1.1	1.1	1.0	1.0	5.0	1.0	1.7	2.6	2.1	3.5	3.9	3.7	1.9

Key: 1: Least impactful to close 5: Most impactful to close

D65 Elementary School Feeder Pattern 2026-2027

Scenario 0 (Foster Baseline) with Program Designations

Chute Feeder Pattern

- Dawes (T1)
- Oakton (A, T1)
- Walker
- CHUTE

Nichols Feeder Pattern

- Dewey (T1)
- Washington (S, T2)
- Lincoln (S)
- NICHOLS

Haven Feeder Pattern

- Foster (T2)
- Willard
- Orrington
- Kingsley
- Lincolnwood (S)
- HAVEN

Specialty Schools/Programs

Park	Rice	JEH ECC

KING ARTS (M, R)

Program Key

- **A** - ACC
- **T** - TWI
- **S** - STEP
- **R** - RISE
- **M** - Magnet

Scenarios: One-School Closure

	Equity			Geography					Building Functionality				Income	Costs			
	Students Changing Schools	Who Is Impacted	Equity Score	Walk-ability	Hazards	Transpor-tation	School Proximity	Geography Score	ADA Compliance	Gym Cafeteria Separation	Teaching Stations	Building Score	Income Potential	Capital Expense	Operating Cost	Costs Score	Total Score
1c - Walker	4.1	4.2	4.2	5.0	2.6	5.0	3.8	4.1	2.3	5.0	1.0	2.8	4.7	3.5	4.3	3.9	3.9
1d - Orrington	2.3	2.9	2.6	1.1	5.0	1.1	5.0	3.0	1.0	1.0	1.9	1.3	4.6	5.0	5.0	5.0	3.2
1e - Lincoln	5.0	5.0	5.0	4.9	1.0	1.2	2.9	2.5	5.0	5.0	5.0	5.0	1.0	1.0	1.0	1.0	3.0
1b - Lincolnwood	**1.5**	**1.0**	**1.3**	**2.3**	**1.0**	**1.0**	**1.1**	**1.4**	**1.0**	**1.0**	**1.4**	**1.2**	**5.0**	**2.3**	**4.6**	**3.4**	**2.1**
1a - Kingsley	**1.0**	**1.2**	**1.1**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**5.0**	**1.0**	**1.9**	**2.6**	**2.3**	**1.4**	**2.8**	**2.1**	**1.6**

Key:

1: Least impactful to close

5: Most impactful to close

0 - Baseline Utilization Rates

Zero School Closures wtih Board Approved 2026-27 Boundaries (Foster Open)

Building Utilization Summary

0 School Closures, Revised Boundaries

Schools	Enroll SY25	Area Counts	Cap Total	Traditional Monolingual Cap Neighb.	Cap TWI	Cap ACC	Enroll Total	Traditional Monolingual Enroll Neighb.	Enroll TWE	Enroll TWS	Enroll TWX	Enroll ACC	Util Total	Util Neighb.	Util TWI	Util ACC
Dawes Elementary School	294	354	432	288	144		337	186	60	61	30		78%	65%	105%	
Dewey Elementary School	316	442	576	432	144		372	260	48	39	25		65%	60%	78%	
Kingsley Elementary School	326	187	432	432	0		167	167	0	0	0		39%	39%		
Lincoln Elementary School	334	476	576	576	0		328	328	0	0	0		57%	57%		
Lincolnwood Elementary School	283	186	432	432	0		181	181	0	0	0		42%	42%		
Oakton Elementary School	361	466	576	288	144	1	403	243	43	33	11		70%	84%	60%	51%
Orrington Elementary School	218	259	432	432	0		226	226	0	0	0		52%	52%		
Walker Elementary School	345	426	432	432	0		304	304	0	0	0		70%	70%		
Washington Elementary School	403	447	530	242	288		441	230	94	82	35		83%	95%	73%	
Willard Elementary School	345	227	576	576	0		193	193	0	0	0		34%	34%		
Dr Bessie Rhodes School of Global Studies	251	0	0	0	0		0	0	0	0	0					
Foster School	0	502	576	288	288		452	255	58	104	35		78%	89%	68%	
Dr Martin Luther King Jr Literary & Fine Arts School	415	0	651	651	0		415	415	0	0	0		64%	64%		
Chute Middle School	567	638	792	792	0		551	551	0	0	0		70%	70%		
Haven Middle School	642	704	936	910	26		664	652	1	9	2		71%	72%	46%	
Nichols Middle School	609	710	705	679	26		656	648	2	4	2		93%	95%	31%	
Park School	57	0	109	109	0		57	57	0	0	0		52%	52%		
Family Center	34	0	60	60	0		34	34	0	0	0		57%	57%		
Rice Childrens Center	19	0	0	0	0		19	19	0	0	0					
Joseph E Hill Education Center	242	0	404	404	0		242	242	0	0	0		60%	60%		
Not in D65	0	37	0	0	0		19	15	0	4	0					
												Average	63%	64%	66%	51%
												Min	34%	34%	31%	51%
												Max	93%	95%	105%	51%

Scenarios: One-School Closure

1A Close Kingsley School (66%*)

Estimated Annual Savings: $1,997,434

Close Kingsley School after the 2025-26 school year.

- Close TWI Section at Willard Elementary

Strengths

- School is in close proximity to the new Foster School.
- The closure and re-assignment can be achieved with minimal impact on transportation or hazard crossings.
- Property has a strong income potential if the District does not keep the property.

Challenges

- Single school closure makes only small progress towards financial sustainability.
- Average overall utilization rate is below 70%.
- Schools with Title 1 designation have higher utilization rates.

1B Close Lincolnwood School (67%*)

Estimated Annual Savings: $2,118,056

Close Lincolnwood School after the 2025-26 school year.

- STEP moves from Lincolnwood to Willard
- Close TWI Section at Willard Elementary

Strengths

- School is in close proximity to the new Foster School.
- The closure and re-assignment can be achieved with minimal impact on transportation or hazard crossings.

Challenges

- Single school closure makes only small progress towards financial sustainability.
- Average overall utilization rate is below 70%.
- Schools with Title 1 designation have higher utilization rates.
- Property is not projected to have a strong income potential.

* Average Districtwide Utilization Rate

Scenarios: Two-School Closure

	Equity			Geography					Building Functionality				Income	Costs			
	Students Changing Schools	Who Is Impacted	Equity Score	Walk-ability	Hazards	Transpor-tation	School Proximity	Geography Score	ADA Compliance	Gym Cafeteria Separation	Teaching Stations	Building Score	Income Potential	Capital Expense	Operating Cost	Costs Score	Total Score
2e - Orrington & Willard	1.7	2.8	2.2	2.1	5.0	2.5	5.0	3.7	3.0	5.0	5.0	4.3	3.1	5.0	4.1	4.6	3.6
2g - Lincolnwood & Dewey	1.9	4.6	3.3	3.4	4.4	1.6	1.1	2.6	2.3	5.0	4.2	3.8	5.0	3.4	3.8	3.6	3.4
2b1 - Kingsley & Washington	5.0	5.0	5.0	5.0	3.7	4.1	1.3	3.5	4.3	5.0	5.0	4.8	1.3	1.0	1.0	1.0	3.3
2h - Kingsley & Dewey	1.9	4.6	3.3	2.2	2.4	5.0	1.0	2.6	4.3	5.0	5.0	4.8	2.5	3.0	2.9	3.0	3.2
2c - Orrington & Lincolnwood	1.5	2.3	1.9	1.0	5.0	2.0	3.9	3.0	1.0	1.0	1.0	1.0	4.4	4.5	5.0	4.8	2.9
2a - Orrington & Lincolnwood	1.2	2.4	1.8	1.2	4.9	1.0	3.9	2.7	1.0	1.0	1.0	1.0	4.4	4.5	5.0	4.8	2.8
2d - Kingsley & Willard	**1.2**	**1.6**	**1.4**	**3.3**	**2.2**	**3.9**	**2.2**	**2.9**	**5.0**	**5.0**	**5.0**	**5.0**	**1.0**	**3.5**	**3.0**	**3.3**	**2.8**
2b2 - Kingsley & Washington	4.4	4.9	4.7	2.0	3.1	1.5	1.3	2.0	4.3	5.0	5.0	4.8	1.3	1.0	1.0	1.0	2.7
2f - Lincolnwood & Kingsley	**1.0**	**1.0**	**1.0**	**2.6**	**1.0**	**1.9**	**1.1**	**1.7**	**3.0**	**1.0**	**1.0**	**1.7**	**2.3**	**3.0**	**3.9**	**3.5**	**2.0**

Key:

1: Least impactful to close

5: Most impactful to close

Scenarios: Two-School Closure

2F Close Lincolnwood and Kingsley (70%*)

Estimated Annual Savings: $4,293,012

Close Lincolnwood and Kingsley after the 2025-26 school year.

- Move STEP to Willard Elementary
- Close TWI Section at Willard Elementary

Strengths

- Closure and re-assignment can be achieved with minimal impact on transportation or hazard crossings.
- Maintains Districtwide boundaries similar to the Board approved 2026-27 boundaries.
- Closes buildings that are lowest on the baseline scorecards.
- Balances the feeder patterns (3 K-5 schools for each middle)

Challenges

- Concern about closing two adjacent school communities in one feeder pattern.
- Large variation in utilization rates.

2D Close Kingsley and Willard (72%*)

Estimated Annual Savings: $4,200,277

Close Kingsley and Willard after the 2025-26 school year.

- Close TWI Section at Willard Elementary

Strengths

- Maintains Districtwide boundaries similar to the Board approved 2026-27 boundaries.
- School communities impacted by closure largely move in groups.
- Balances the feeder patterns (3 schools to middle).

Challenges

- Increases the number of students requiring transportation due to hazards.
- Large variation in utilization rates.
- Closes largest and most recently renovated existing K-5 school in the Haven feeder pattern.

* Average Districtwide Utilization Rate

Scenarios: Three-School Closure

	Equity			Geography					Building Functionality				Income	Costs			
3 School Closure Scenario Scorecard	Students Changing Schools	Who Is Impacted	Equity Score	Walk-ability	Hazards	Trans-portation	School Proximity	Geography Score	ADA Compliance	Gym Cafeteria Separation	Teaching Stations	Building Score	Income Potential	Capital Expense	Operating Cost	Costs Score	Total Score
3g - Wilard, Kingsley & Dewey	3.1	3.1	3.1	3.2	3.1	4.6	2.4	3.3	5.0	5.0	4.3	4.8	2.9	4.3	3.1	3.7	3.6
3t - Orrington, Lincolnwood & Dewey	3.7	3.1	3.4	1.1	4.5	1.8	4.6	3.0	1.0	3.0	2.7	2.2	5.0	5.0	5.0	5.0	3.6
3n - Orrington, Lincolnwood & Dewey	3.2	3.0	3.1	1.2	4.4	2.3	4.6	3.1	1.0	3.0	2.7	2.2	5.0	5.0	5.0	5.0	3.5
3s - Kingsely, Wilard & Dewey	2.8	3.0	2.9	3.1	3.3	4.7	2.4	3.4	5.0	5.0	4.3	4.8	2.9	4.3	3.1	3.7	3.5
3u - Orrington, Lincolnwood & Washington	3.8	3.2	3.5	1.0	5.0	1.9	5.0	3.2	1.0	3.0	2.7	2.2	4.2	3.6	3.2	3.4	3.3
3q - Oakton, Kingsley & Washington	5.0	5.0	5.0	5.0	3.8	3.2	2.0	3.5	3.0	5.0	5.0	4.3	1.0	1.0	1.0	1.0	3.2
3r - Kingsely, Wilard & Washington	2.5	2.8	2.7	2.6	3.5	4.7	2.8	3.4	5.0	5.0	4.3	4.8	2.2	2.9	1.3	2.1	3.1
3f - Lincolnwood, Kingsley & Lincoln	4.5	2.9	3.7	4.2	1.5	1.0	2.7	2.3	3.7	3.0	3.7	3.4	1.2	3.6	3.2	3.4	2.9
3a - Lincolnwood, Kingsley & Dewey	3.5	2.9	3.2	2.3	2.5	1.6	1.0	1.8	3.0	3.0	2.7	2.9	3.7	4.0	4.0	4.0	2.9
3v - Lincolnwood, Kingsley & King Arts	3.0	3.6	3.3	2.9	1.0	5.0	2.5	2.9	3.7	3.0	4.7	3.8	2.9	2.0	1.5	1.7	2.9
3e - Lincolnwood, Kingsley & Oakton	3.5	3.5	3.5	4.6	2.0	2.6	1.7	2.7	1.7	3.0	3.3	2.7	1.6	2.4	3.7	3.1	2.9
3b - Lincolnwood, Kingsley & Dawes	**3.0**	**2.5**	**2.8**	**2.5**	**1.8**	**1.0**	**2.3**	**1.9**	**3.7**	**1.0**	**1.0**	**1.9**	**4.0**	**4.1**	**4.6**	**4.3**	**2.8**
3d - Lincolnwood, Kingsley & Washington	**1.0**	**1.0**	**1.0**	**2.5**	**2.4**	**1.0**	**1.4**	**1.8**	**3.0**	**3.0**	**2.7**	**2.9**	**2.9**	**2.6**	**2.2**	**2.4**	**2.0**
3w - Lincolnwood, Kingsley & Park*	4.1	4.9	4.5	3.5	1.9	1.0	1.0	1.9	3.7	1.0	1.0	1.9	2.7	5.0	5.0	5.0	3.2

Key:

1: Least impactful to close

5: Most impactful to close

Scenarios: Three-School Closure

3D Close Lincolnwood, Kingsley, and Washington (75%*)

Estimated Annual Savings: $6,390,760

Lincolnwood, Kingsley, and Washington close after the 2025-26 school year.

- Close TWI Section at Willard Elementary
- STEP moves to Willard
- Dewey becomes a double strand of TWI and Lincoln adds a TWI strand
- Bilingual STEP moves to Dawes

Strengths

- Average districtwide utilization is 75% and K-5 utilization rate is 82%.
- Scenario has the least impactful equity scorecard value.
- Aligned to the scorecard by including the schools with the lowest baseline scorecard values.

Challenges

- Increases the number of students requiring transportation due to distance (105) from school or crossing hazards (163) from the baseline.
- K-5 students cross Dempster (Hazard) to get to school.
- Schools over 100% - could be partially absorbed by an adjacent school but could add to number of students crossing a hazard.
- Approximately 18% of **all D65 students** have a new school assignment.

* Average Districtwide Utilization Rate

Scenarios: Three-School Closure

3B Close Lincolnwood, Kingsley, and Dawes (74%*)

Estimated Annual Savings: $6,288,522

Lincolnwood, Kingsley, and Dawes close after the 2025-26 school year.

- Close TWI Section at Willard Elementary
- STEP moves to Willard
- TWI moves to Lincoln
- Lincoln moves to the Chute feeder pattern
- Walker moves to the Nichols feeder pattern

Strengths

- Average utilization is 74% with an 80% utilization rate for K-5 schools.
- Minimizes program movement and maximizes walkability when compared to other 3 school scenarios.
- Maintains large capacity (4 section per grade) schools.

Challenges

- Changes the middle school feeder pattern.
- Increases the number of students requiring transportation due to distance (102) from school or crossing hazards (132) from the baseline.
- Schools over 100% utilization and will require boundary adjustment.
- Approximately 28% of all D65 students have a new school assignment.

* Average Districtwide Utilization Rate

Scenarios: Four-School Closure

	Equity			Geography					Building Functionality				Income	Costs			
	Students Changing Schools	Who Is Impacted	Equity Score	Walk -ability	Hazards	Transpor- tation	School Proximity	Geography Score	ADA Compliance	Gym Cafeteria Separation	Teaching Stations	Building Score	Income Potential	Capital Expense	Operating Cost	Costs Score	Total Score
4h - Wilard, Kingsley, Dewey & King Arts	2.8	4.3	3.6	2.7	3.0	5.0	5.0	3.9	5.0	5.0	5.0	5.0	3.2	4.8	2.0	3.4	3.8
4g - Lincolnwood, Kingsley, King Arts & Dewey	5.0	5.0	5.0	1.0	2.6	2.7	2.5	2.2	3.0	3.0	3.0	3.0	4.5	4.0	2.8	3.4	3.4
4c - Lincolnwood, Kingsley, Dewey & Oakton	3.2	3.1	3.2	5.0	3.6	2.6	1.0	3.0	1.0	3.0	1.4	1.8	2.3	5.0	5.0	5.0	3.2
4e - Lincolnwood, Kingsley, King Arts & Dawes	3.3	4.1	3.7	1.9	1.0	1.9	4.8	2.4	3.7	1.0	1.0	1.9	5.0	4.2	3.4	3.8	3.1
4a - Lincolnwood, Kingsley, Washington & Oakton	4.5	2.8	3.7	4.9	5.0	1.0	1.8	3.2	1.0	3.0	1.4	1.8	1.0	2.0	3.2	2.6	2.7
4f - Lincolnwood, Kingsley, King Arts & Washington	**1.0**	**1.0**	**1.0**	**1.2**	**2.3**	**2.5**	**3.3**	**2.3**	**3.0**	**3.0**	**3.0**	**3.0**	**3.2**	**1.0**	**1.0**	**1.0**	**1.9**

Key:

1: Least impactful to close

5: Most impactful to close

Scenarios: Four-School Closure

4F Close Lincolnwood, Kingsley, King Arts, and Washington (81%*)

Estimated Annual Savings: $9,180,665

Lincolnwood, Kingsley, King Arts, and Washington close after the 2025-26 school year.

- Close K-8 Arts magnet
- Move Lincolnwood STEP to Willard, Lincoln STEP to Dewey, Bilingual STEP to Dawes
- Move RISE (K-5) to Lincoln and move RISE (6-8) to Chute
- Close TWI section at Willard

Strengths

- Average overall utilization is 81% and 88% across non-specialized schools.
- Most walkable of the four school scenarios.
- Boundaries largely follow major streets.

Challenges

- Increases the number of students crossing hazards (187) from the baseline with students crossing Ridge, Dempster and McCormick or providing busing.
- Four schools with neighborhood utilization rates above 100% - higher utilization rates can impact programmatic spaces and potential resource or clinician spaces.
- Removes K-8 Arts Magnet and removes K-8 RISE option.
- Average utilization rates are higher at traditionally Title 1 schools.
- Approximately 28% of all D65 students have a new school assignment.

* Average Districtwide Utilization Rate

Facility right sizing estimated financial impact

#	Facility Right Sizing	0	1A.	1B.	2F.	2D.	3D.	3B.	4F.
1	Non-Salary & Benefit Savings		$ 180,087	$ 155,377	$ 335,464	$ 349,079	$ 504,456	$ 494,228	$ 745,434
2	Salary & Benefit Savings		$ 1,132,442	$ 1,325,106	$ 2,457,548	$ 2,311,198	$ 3,636,304	$ 3,548,294	$ 5,443,231
3	Avoided Capital Cost		$ 139,905	$ 107,573	$ 475,000	$ 495,000	$ 725,000	$ 723,000	$ 971,000
4	Foster School Net Savings	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
5	Transportation Increase		$ (50,000)	$ (50,000)	$ (100,000)	$ (100,000)	$ (150,000)	$ (150,000)	$ (200,000)
6	Lease of Closed Facilities		$ 245,000	$ 230,000	$ 475,000	$ 495,000	$ 725,000	$ 723,000	$ 971,000
7	Section Savings		$ 300,000	$ 300,000	$ 600,000	$ 600,000	$ 900,000	$ 900,000	$ 1,200,000
	Total	**$ 50,000**	**$ 1,997,434**	**$ 2,118,056**	**$ 4,293,012**	**$ 4,200,277**	**$ 6,390,760**	**$ 6,288,522**	**$ 9,180,665**

Financial model estimations

#	Parameters	0	1A.	1B.	2F.	2D.	3D.	3B.	4F.
1	# of School Closures	0	1	1	2	2	3	3	4
2	Through Fiscal Year	2030	2030	2030	2030	2030	2030	2030	2030
3	Days Cash on Hand	90	90	90	90	90	90	90	90
4	Structural Deficit Reduction	$ 11,800,000	$ 11,800,000	$ 11,800,000	$ 11,800,000	$ 11,800,000	$ 11,800,000	$ 11,800,000	$ 11,800,000
#	**Financial Model Summary**	**0**	**1A.**	**1B.**	**2F.**	**2D.**	**3D.**	**3B.**	**4F.**
1	Facility Right Sizing	$ 50,000	$ 1,997,434	$ 2,118,056	$ 4,293,012	$ 4,200,277	$ 6,390,760	$ 6,288,522	$ 9,180,665
2	Reinvesting in Buildings-$2.7M	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
3	Revenue Levers	$ 1,206,600	$ 1,206,600	$ 1,206,600	$ 1,206,600	$ 1,206,600	$ 1,206,600	$ 1,206,600	$ 1,206,600
4	Expenditure Levers	$ 2,480,000	$ 2,480,000	$ 2,480,000	$ 2,480,000	$ 2,480,000	$ 2,480,000	$ 2,480,000	$ 2,480,000
5	Programming/Staffing Levers	$ 8,063,400	$ 6,115,966	$ 5,995,344	$ 3,820,388	$ 3,913,123	$ 1,722,640	$ 1,824,878	$ (1,067,265)
	Total	**$ 11,800,000**	**$ 11,800,000**	**$ 11,800,000**	**$ 11,800,000**	**$ 11,800,000**	**$ 11,800,000**	**$ 11,800,000**	**$ 11,800,000**

Goals and Discussion

Scenario	School	Savings*	Revised Utilization
1A.	Kingsley	$1,997,434	66%
1B.	Lincolnwood	$2,118,056	67%
2F.	Lincolnwood and Kingsley	$4,293,012	70%
2D.	Kingsley and Willard	$4,200,277	72%
3D.	Lincolnwood, Kingsley, and Washington	$6,390,760	75%
3B.	Lincolnwood, Kingsley, and Dawes	$6,288,522	74%
4F.	Lincolnwood, Kingsley, King Arts, and Washington	$9,180,665	81%

*Estimates as of 9/25/2025

SDRP Board Discussion

- Clarifying Questions on Presentation
- Deficit Reduction Target and Financial Outlook
- Range of Scenarios and Target Closure/Consolidations
- Consensus on Additional Scenarios and/or Components
- Closing and Final Remarks

Next Steps & Stakeholder Engagement

Upcoming Board Updates & Feedback Sessions

OCT 27

Regular Board Meeting *(NEW DATE)*

Review updated scenarios

- Potential school closings, including opportunities and challenges
- Financial projections/deficit reduction, inclusive of opportunities and challenges

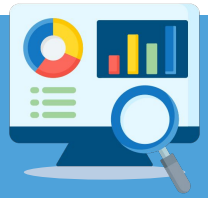
There will be no meeting on October 20.

NOV 3

Committee of the Whole Meeting

Review updated scenarios

- Modeling - Updated school closure information



After tonight's meeting, all information from school scenarios will be available online at

district65.net/sdrp

Stakeholder ENGAGEMENT

SEPT 29 Thru OCT 14

Scenario Review/Reflection and Online Survey

OCT 14 Thru OCT 16

Stakeholder Community Conversations and Online Survey

Save the Date: Stakeholder Engagement



**After school sessions for staff will also be held during this window.*











Creating a bright future for current and future generations of District 65 learners



Thank you