



COOPERATIVE STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

JEFFERSON CITY SCHOOLS
ATTENDANCE AREA COMMUNITY
MEETINGS

NOVEMBER, 2021



► ATTENDANCE AREA CHANGES
PROCESS

**Demographic
Studies**

**Boundary
Advisory
Committee**

**Data Review
& Analysis**

**Scenario
Analysis**

**Community
Transparency**

**Board
Discussion
& Action**



► ENROLLMENT STRATEGY PLANNING
THE PROCESS

Demographic Studies

- Enrollment Projections by residence of student
- Allows us to capture enrollment trends geographically
- 2020 Census Datasets



► ENROLLMENT STRATEGY PLANNING

THE PROCESS

Boundary Advisory Committee

- **2 Representatives from each elementary school boundary, 3 school-level staff members, 2 at-large member**
 - **Every school is represented by boundary & parent affiliation**
- **Remain objective throughout the process**
- **Consider the needs of all students within the District**
- **Draw initial boundary scenarios**
- **Review community feedback, use this to assist in crafting final recommendation**

► ENROLLMENT STRATEGY PLANNING

THE PROCESS

Data Analysis & Review

- Current & Projected enrollment
- Transfers in/out
- Student demographics, including socio-economic status
- Closest school analysis
- Travel time & walkability

► ENROLLMENT STRATEGY PLANNING
THE PROCESS

- Scenarios are intended to encourage feedback and generate conversation
- Scenarios will have different levels of effectiveness, longevity, and impact
- Boundary advisory committee will create scenarios, district & consultant will review and determine which to bring to the community



Scenario Analysis



► ENROLLMENT STRATEGY PLANNING
THE PROCESS

- Project website
- Community meetings
- Feedback collected will be used by boundary advisory committee to craft recommendation

**Community
Transparency**



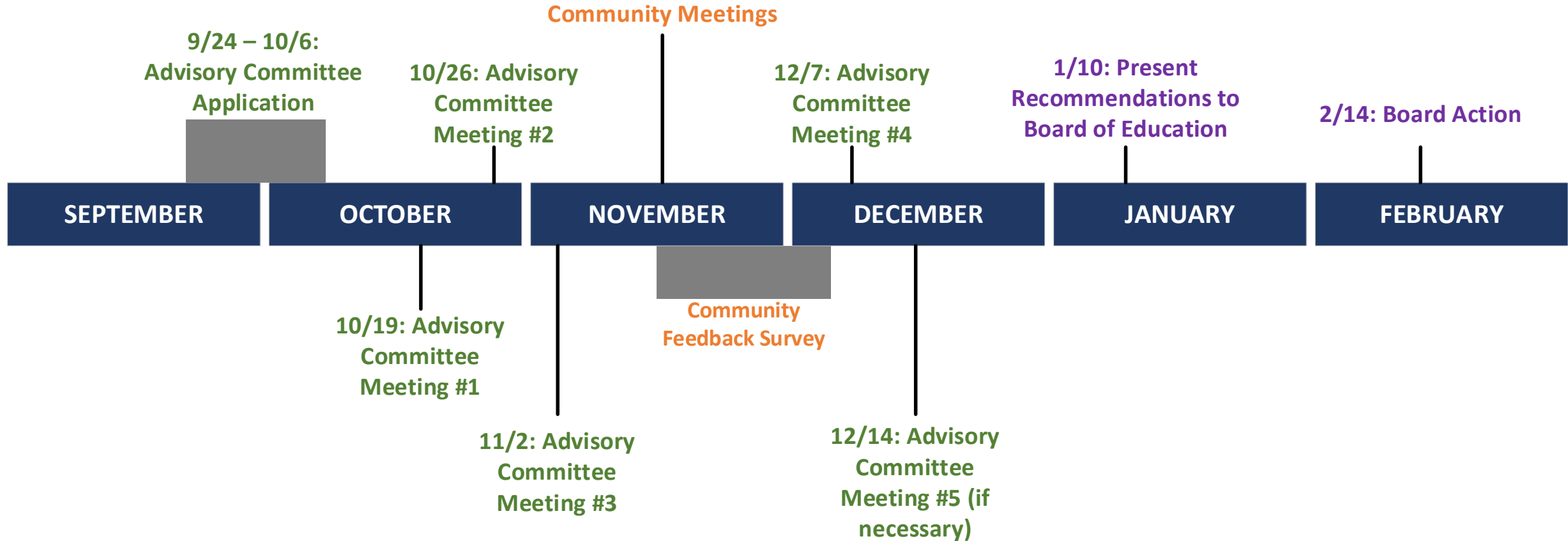
► ENROLLMENT STRATEGY PLANNING
THE PROCESS

- Committee's recommendation will be vetted through Superintendent
- Based on current timeline:
 - January 2022: Recommendation presented to Board
 - February 2022: Board Action

**Board
Discussion &
Action**



► ENROLLMENT STRATEGY PLANNING
TIMELINE





ATTENDANCE AREA CHANGES

GUIDELINES & CRITERIA



► GUIDELINES

POLICY JC

To the greatest extent possible:

- Minimize disruption of student's established learning programs.
- Keep siblings in the same elementary, middle or high school, whenever possible.
- Provide an overall balance of student enrollment related to facility size, taking into account future growth patterns.
- Provide a reasonably balanced socio-economic relationship in all schools.
- Provide the most cost effective, efficient and feasible means for student transportation, taking into account travel time.
- Keep neighborhoods in the same attendance area, whenever possible.
- Maintain patterns so that elementary/middle/high school attendance areas stay with the same cohort as they progress through school levels, whenever possible.
- Follow natural boundaries and utilize existing physical boundaries such as major roadways or other geographical features to delineate boundaries, whenever possible.

The district will consider two factors to help determine proposed attendance area adjustments or student transfers and what process to use:

- The number of schools involved in the proposed change.
- The number of students and people impacted by the proposed change.



► GUIDELINES

CONSIDERATIONS & LESSONS LEARNED

Considerations:

- There is no prioritization of guidelines.
- Some may be in direct contradiction of others.
- The intent is to provide a measurable way to compare options to each other.

Why are boundaries necessary?

- Prevent and eliminate overcrowding
- Allow for future growth
- Keep distances traveled by students reasonable
- Allow campuses to house students safely and provide adequate services to all students

Lessons Learned:

- These criteria are not going to be all things to all people
- No matter what happens or how much we communicate, some members of the community are going to take some facet of the criteria and say “because this option doesn’t 100% align with this one piece of the criteria, your option is invalid”
- This is not a fun process for communities, considerations should be given to the longevity of a plan.
 - Example: if we have an option that moves a very low number of students, but we know that we are going to have to do this process again in 2 years, is that considered a success?



A photograph of a classroom. A female teacher stands at the front, smiling, with her hands slightly raised. Several students are seated at desks, with their hands raised high in the air. The background features a chalkboard with some faint writing. The overall scene is bright and positive.

BACKGROUND DATA

ATTENDANCE AREA CHANGES



► BACKGROUND DATA

UNDERSTANDING

Enrollment – The number of students attending a school.

Live = students that reside within the boundary

Attend = students attending that facility, regardless of residence

Capacity – The number of students a facility can serve, this is a fluid number that is impacted by programs within each building.

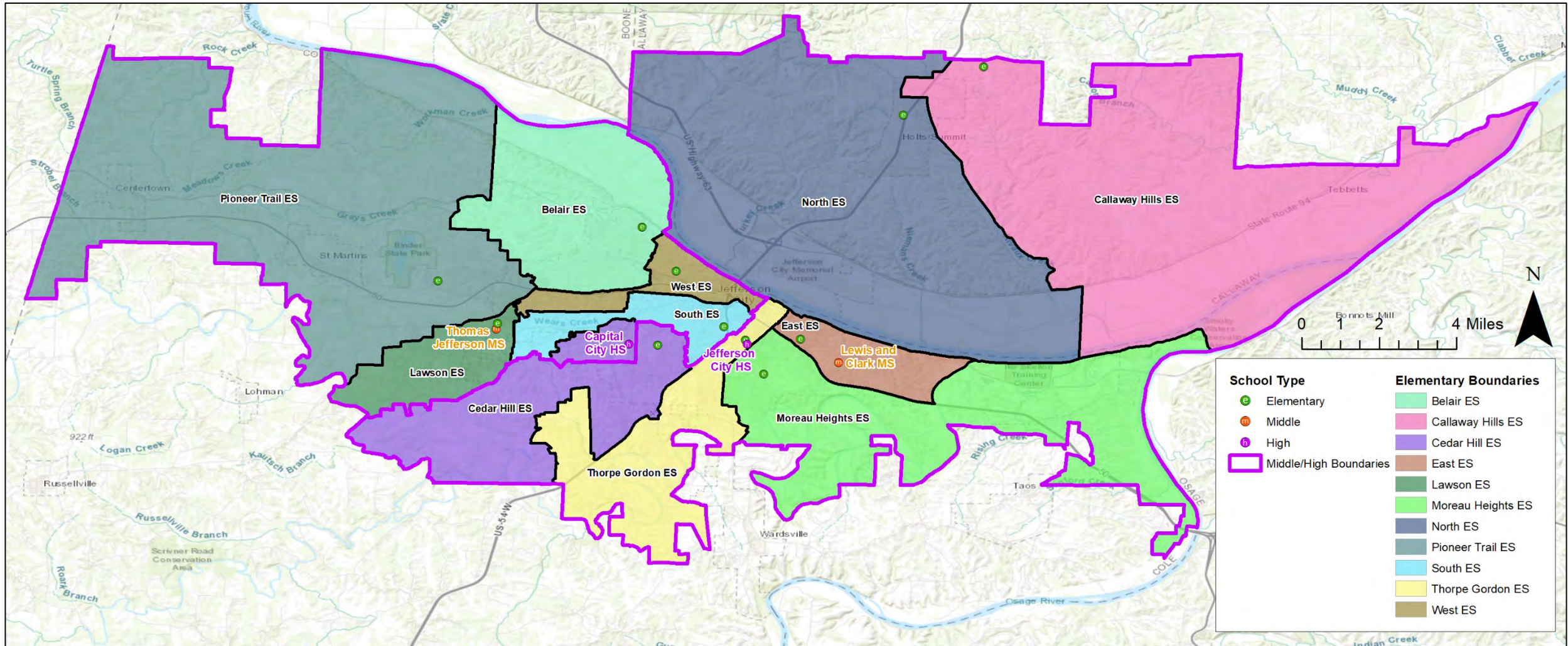
Utilization – Number of students divided by the capacity of the building

Low SES % – The percentage of students coming from lower socio-economic backgrounds, measured using student-level free/reduced lunch information



► BACKGROUND DATA

21-22 ATTENDANCE AREAS

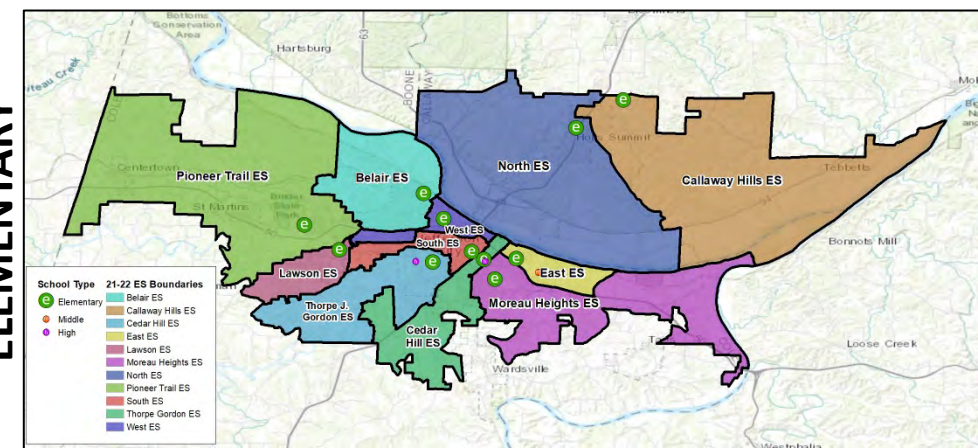


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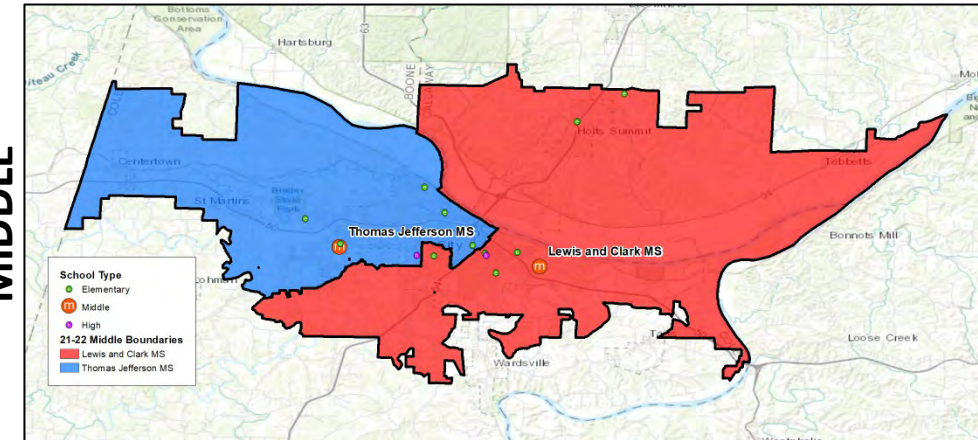
21-22 ATTENDANCE AREAS

School	Capacity	Enrollment	Utilization	Low SES %
Belair ES	431	433	100%	46%
Callaway Hills ES	298	237	80%	70%
Cedar Hill ES	429	322	75%	41%
East ES	387	266	69%	77%
Lawson ES	471	385	82%	56%
Moreau Heights ES	437	291	67%	62%
North ES	451	412	91%	42%
Pioneer Trail ES	538	501	93%	51%
South ES	340	261	77%	73%
Thorpe Gordon ES	340	300	88%	78%
West ES	409	296	72%	61%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	1,050	108%	52%
Lewis and Clark MS	972	867	89%	59%
MIDDLE SUBTOTAL	972	867	89%	56%
Capital City HS	1,600	1,456	91%	44%
Jefferson City HS	1,800	1,228	68%	46%
HIGH SUBTOTAL	3,400	2,684	79%	45%

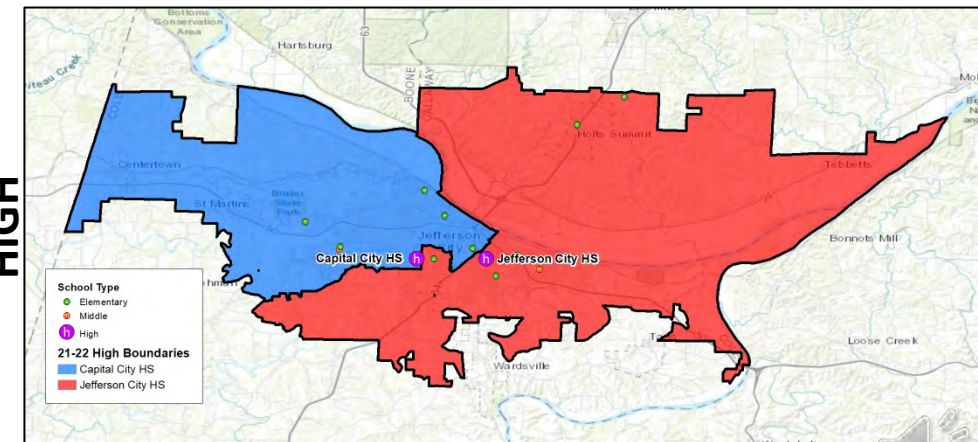
ELEMENTARY



MIDDLE

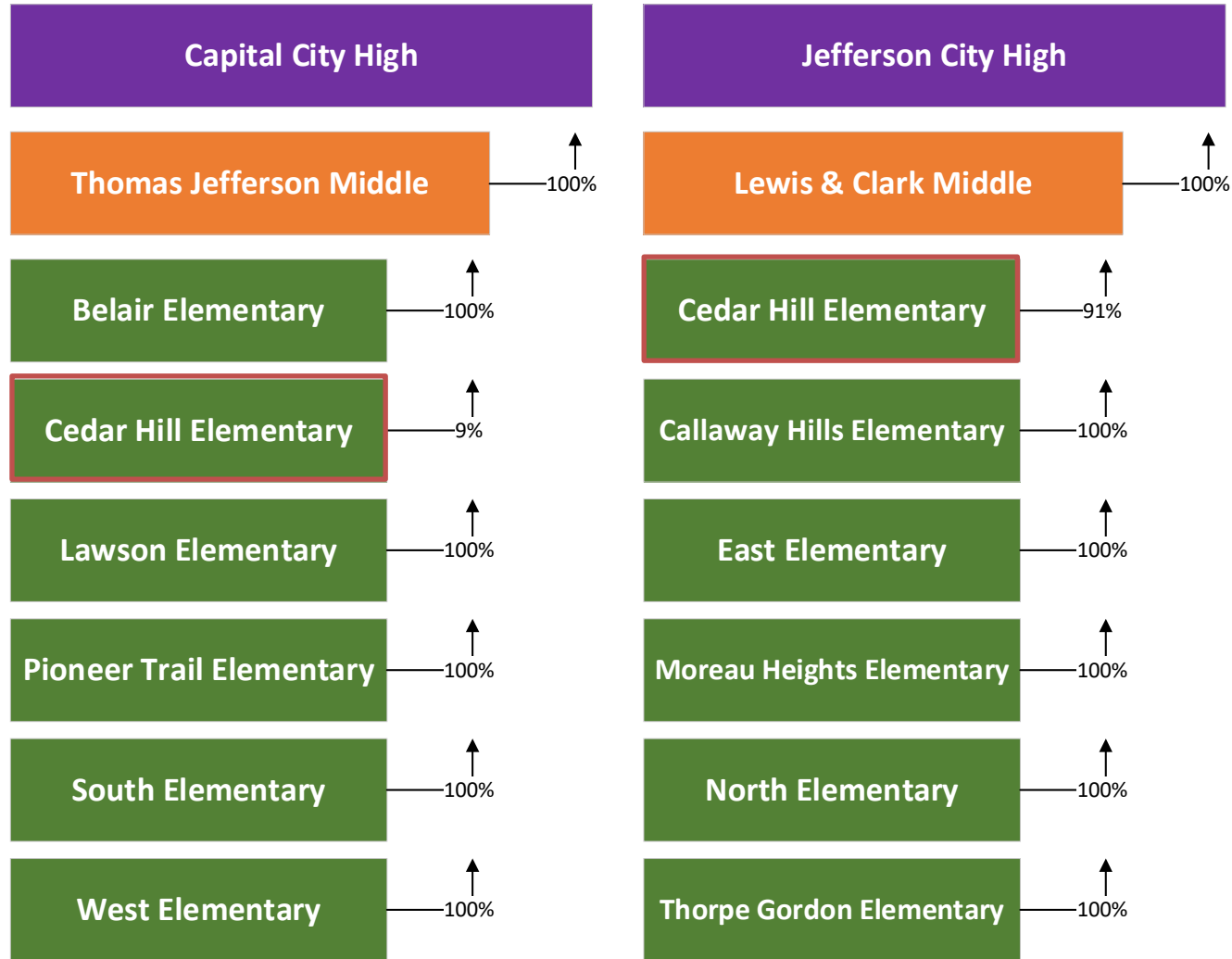


HIGH

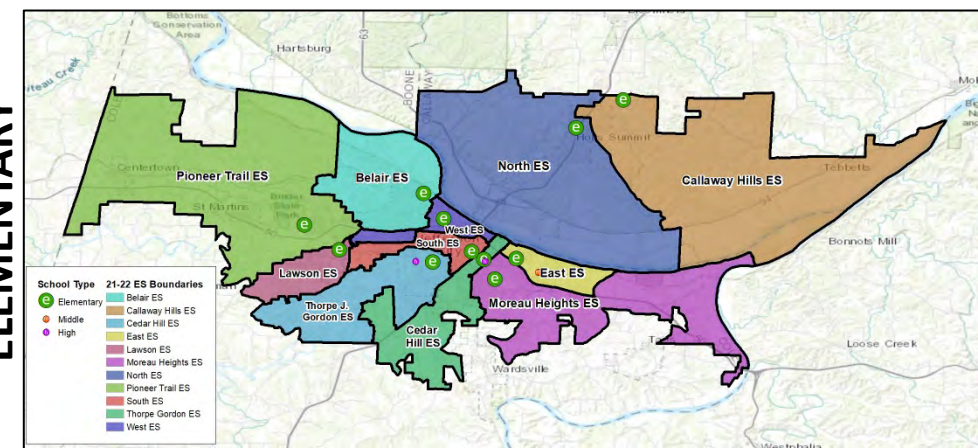


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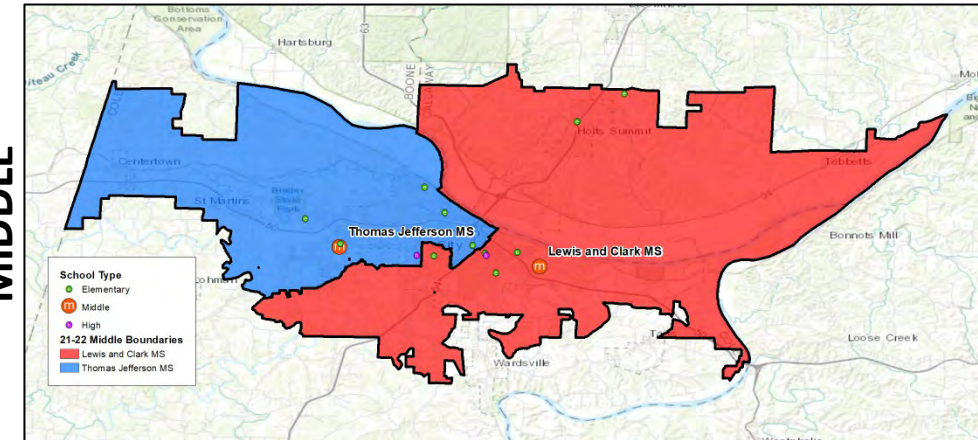
FEEDERS



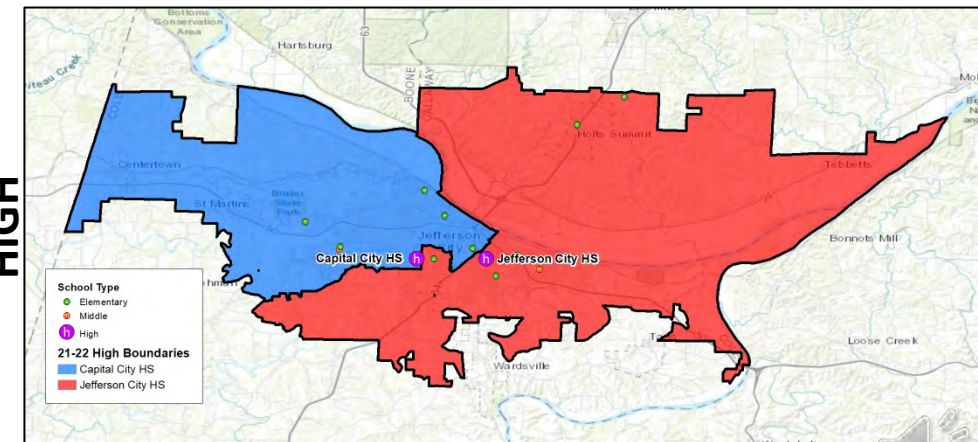
ELEMENTARY



MIDDLE



HIGH



► BACKGROUND DATA

LIVE/ATTEND ANALYSIS

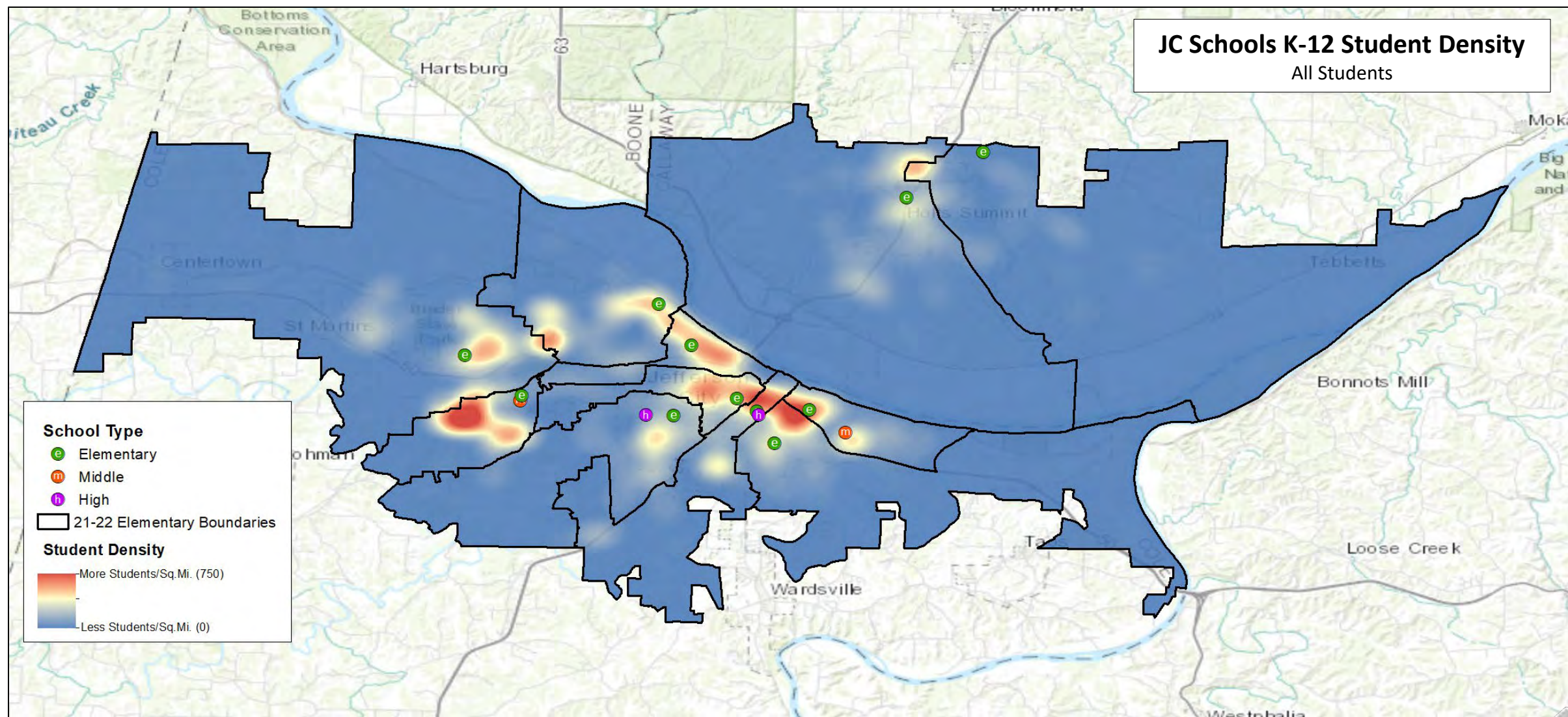
2021-22 Live/Attend Analysis Elementary School (K-5)		Attend												Transfer Out	% Transfer Out
		Belair Elementary School	Callaway Hills Elementary School	Cedar Hill Elementary School	East Elementary School	Clarence Lawson Elementary School	Moreau Heights Elementary School	North Elementary School	Pioneer Trail Elementary School	South Elementary School	Thorpe Gordon Elementary School	West Elementary School	TOTAL		
Live	Belair ES	421	-	-	1	1	3	1	3	2	-	1	433	12	3%
	Callaway Hills ES	-	227	-	2	4	1	-	-	1	3	-	238	11	5%
	Cedar Hill ES	2	-	315	-	2	-	-	-	2	-	1	322	7	2%
	East ES	-	-	-	257	5	3	-	-	-	1	-	266	9	3%
	Lawson ES	-	-	3	-	376	2	-	3	-	-	1	385	9	2%
	Moreau Heights ES	-	1	1	1	1	286	-	1	-	-	-	291	5	2%
	North ES	-	5	-	-	4	1	403	-	-	-	-	413	10	2%
	Pioneer Trail ES	7	-	3	-	7	3	1	474	3	-	3	501	27	5%
	South ES	-	-	1	1	3	2	-	-	250	3	1	261	11	4%
	Thorpe Gordon ES	3	-	4	-	6	2	-	1	5	279	-	300	21	7%
	West ES	1	-	-	14	3	4	-	2	1	-	271	296	25	8%
	Out of District/Unmatched	1	9	1	2	1	1	2	2	1	2	3	25	-	-
	TOTAL	435	242	328	278	413	308	407	486	265	288	281	3,731 K-5 Students		
	Live & Attend	421	227	315	257	376	286	403	474	250	279	271			
Transfer In	14	15	13	21	37	22	4	12	15	9	10				
% Transfer In		3%	6%	4%	8%	9%	7%	1%	2%	6%	3%	4%			

2021-22 Live/Attend Analysis Middle School (6-8)		Attend			Transfer Out	% Transfer Out
		Lewis & Clark Middle School	Thomas Jefferson Middle School	TOTAL		
Live	Lewis and Clark MS	856	12	868	12	1%
	Thomas Jefferson MS	18	1,032	1,050	18	2%
	Out of District/Unmatched	8	3	11	-	-
	TOTAL	882	1,047	1,929 6-8 Students		
Live & Attend		856	1,032			
Transfer In		26	15			
% Transfer In		3%	1%			

2021-22 Live/Attend Analysis High School (9-12)		Attend			Transfer Out	% Transfer Out
		Capital City High School	Jefferson City High School	TOTAL		
Live	Capital City HS	1,383	73	1,456	73	5%
	Jefferson City HS	54	1,174	1,228	54	4%
	Out of District/Unmatched	5	21	26	-	-
	TOTAL	1,442	1,268	2,710 9-12 Students		
Live & Attend	1,383	1,174				
Transfer In	59	94				
% Transfer In	4%	7%				

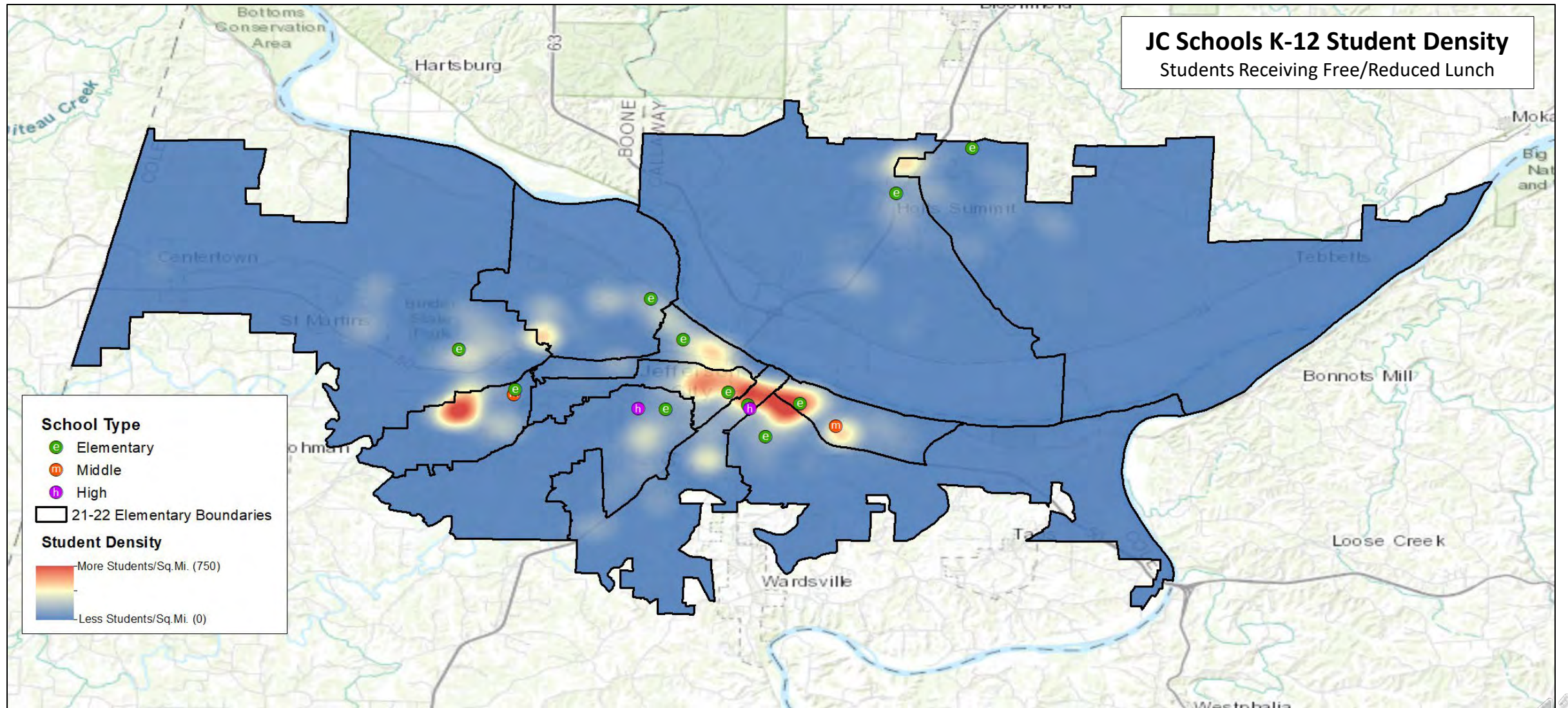
► BACKGROUND DATA

DENSITY MAPS



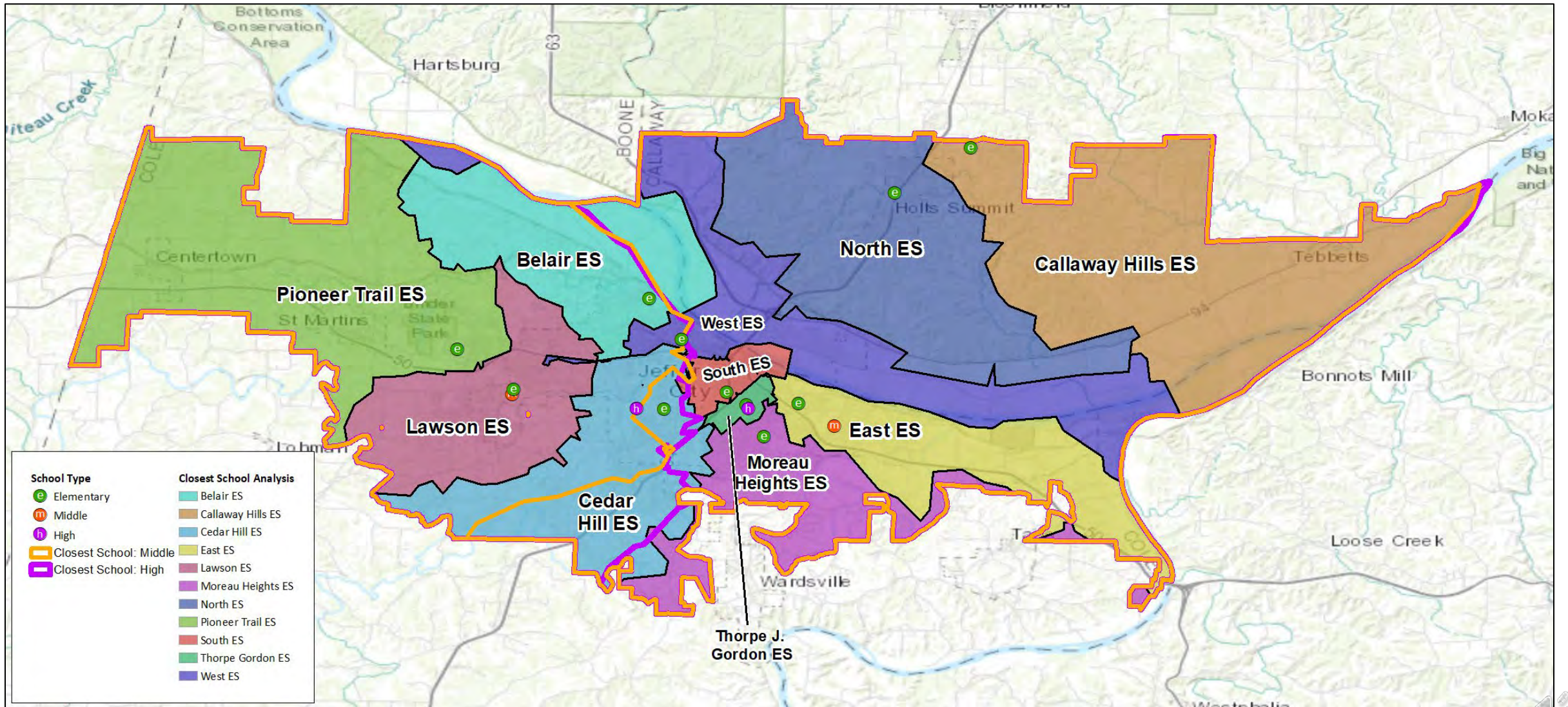
► BACKGROUND DATA

DENSITY MAPS



► BACKGROUND DATA

CLOSEST SCHOOL ANALYSIS

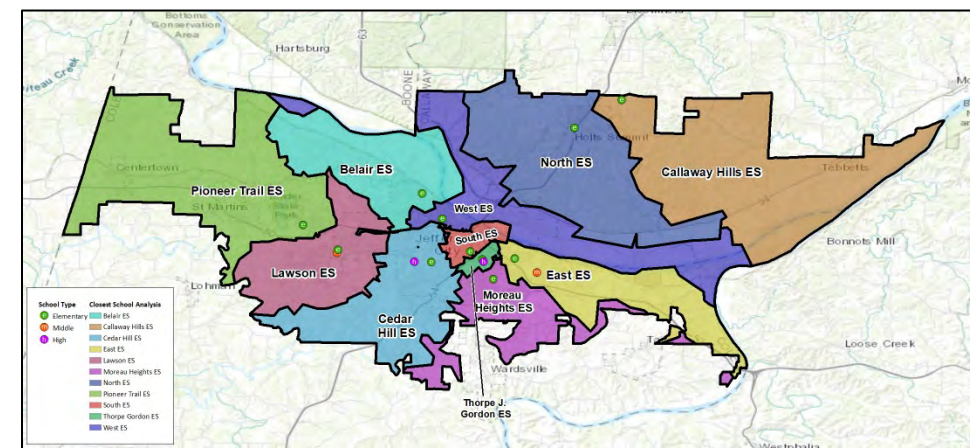


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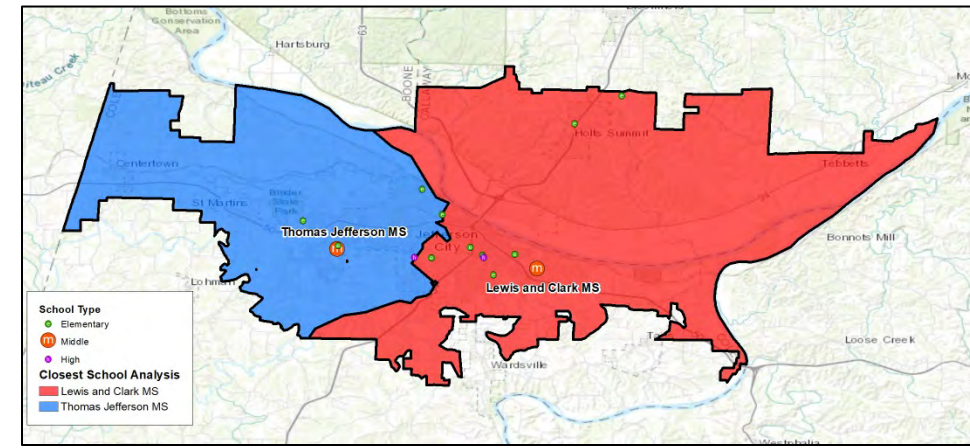
CLOSEST SCHOOL ANALYSIS

School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	262	61%	40%
Callaway Hills ES	298	114	38%	99%
Cedar Hill ES	429	462	108%	60%
East ES	387	389	101%	92%
Lawson ES	471	712	151%	54%
Moreau Heights ES	437	217	50%	58%
North ES	451	533	118%	55%
Pioneer Trail ES	538	409	76%	51%
South ES	340	258	76%	93%
Thorpe Gordon ES	340	153	45%	98%
West ES	409	197	48%	54%
ELEMENTARY SUBTOTAL	4,531	3,706	82%	58%
Thomas Jefferson MS	972	880	91%	47%
Lewis and Clark MS	972	1,038	107%	62%
MIDDLE SUBTOTAL	972	1,038	107%	56%
Capital City HS	1,600	1,396	87%	39%
Jefferson City HS	1,800	1,288	72%	51%
HIGH SUBTOTAL	3,400	2,684	79%	45%

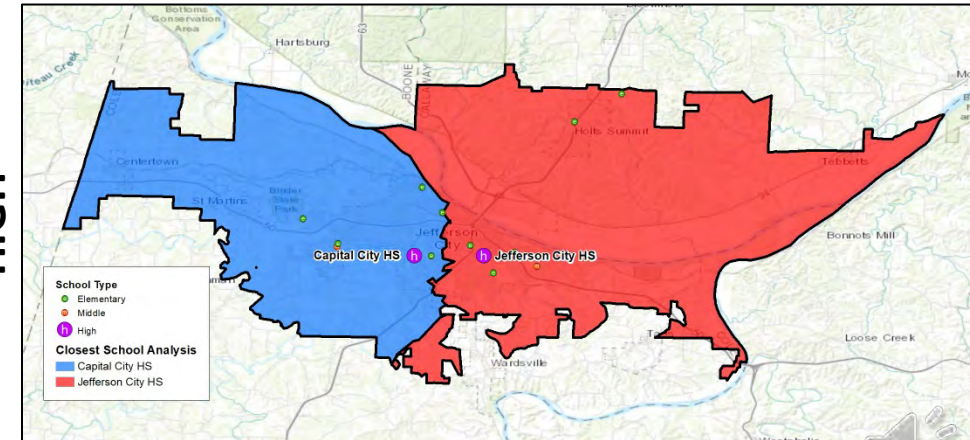
ELEMENTARY



MIDDLE



HIGH

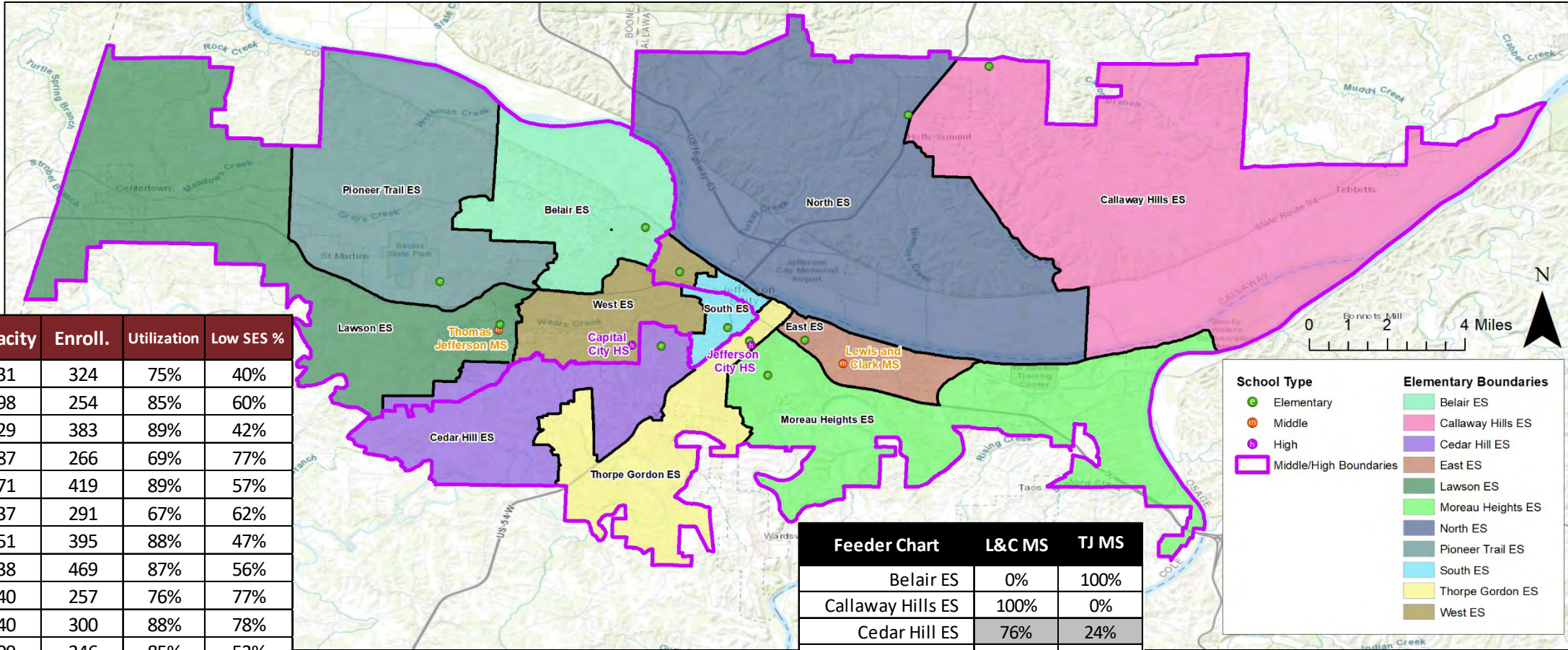


A photograph of a classroom scene. A male teacher with glasses, wearing a light blue shirt and a patterned tie, stands at the front of the room. He is pointing towards a whiteboard with the word 'SCENARIOS' written on it. Several students are seated at desks, and many of them have their hands raised, indicating they want to participate or ask a question. The classroom has a whiteboard, a desk, and some colorful posters on the wall. The word 'SCENARIOS' is overlaid in the center of the image.

SCENARIOS



► SCENARIO 1



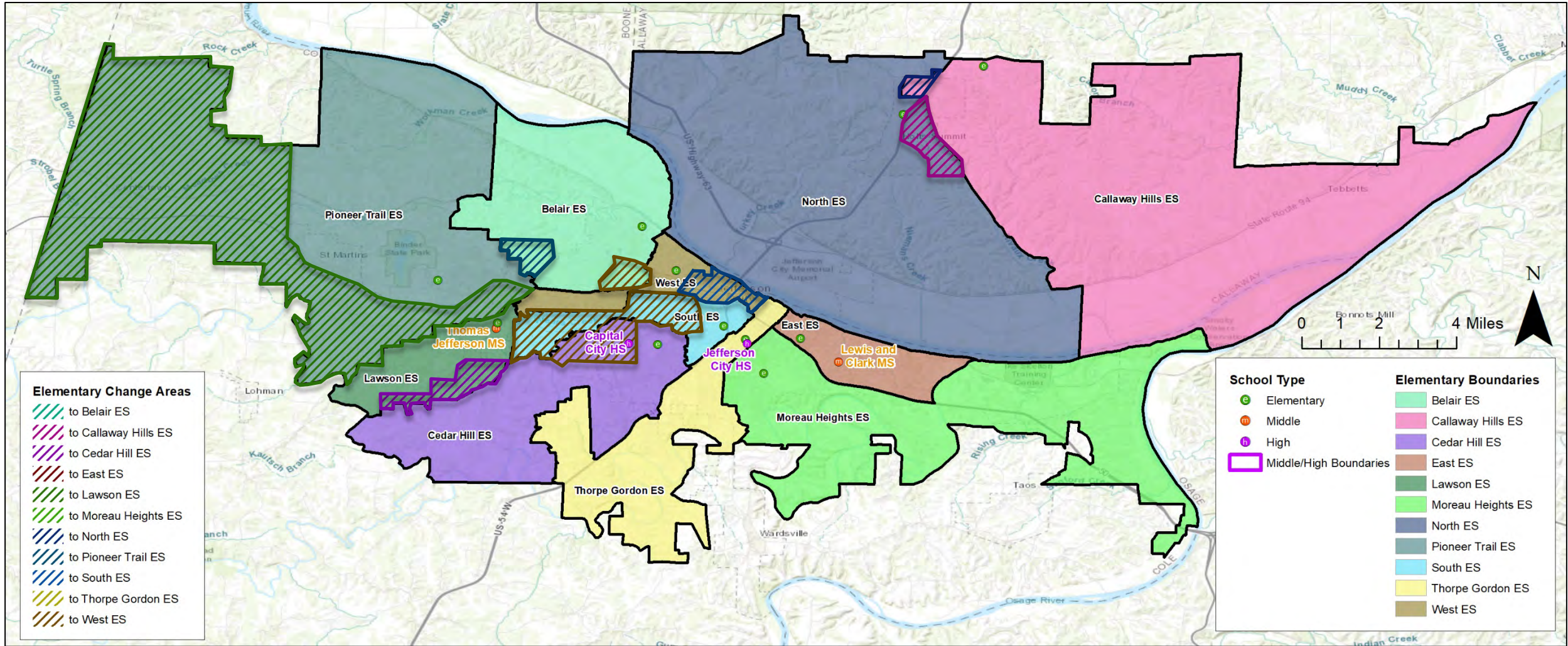
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	324	75%	40%
Callaway Hills ES	298	254	85%	60%
Cedar Hill ES	429	383	89%	42%
East ES	387	266	69%	77%
Lawson ES	471	419	89%	57%
Moreau Heights ES	437	291	67%	62%
North ES	451	395	88%	47%
Pioneer Trail ES	538	469	87%	56%
South ES	340	257	76%	77%
Thorpe Gordon ES	340	300	88%	78%
West ES	409	346	85%	53%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	928	95%	53%
Lewis and Clark MS	972	989	102%	58%
MIDDLE SUBTOTAL	972	928	95%	56%
Capital City HS	1,600	1,273	80%	43%
Jefferson City HS	1,800	1,411	78%	46%
HIGH SUBTOTAL	3,400	2,684	79%	45%

Students Moved	Total
Elementary	797
Middle	122
High	183

Feeder Chart	L&C MS	TJ MS
Belair ES	0%	100%
Callaway Hills ES	100%	0%
Cedar Hill ES	76%	24%
East ES	100%	0%
Lawson ES	0%	100%
Moreau Heights ES	100%	0%
North ES	100%	0%
Pioneer Trail ES	0%	100%
South ES	38%	62%
Thorpe Gordon ES	100%	0%
West ES	30%	70%

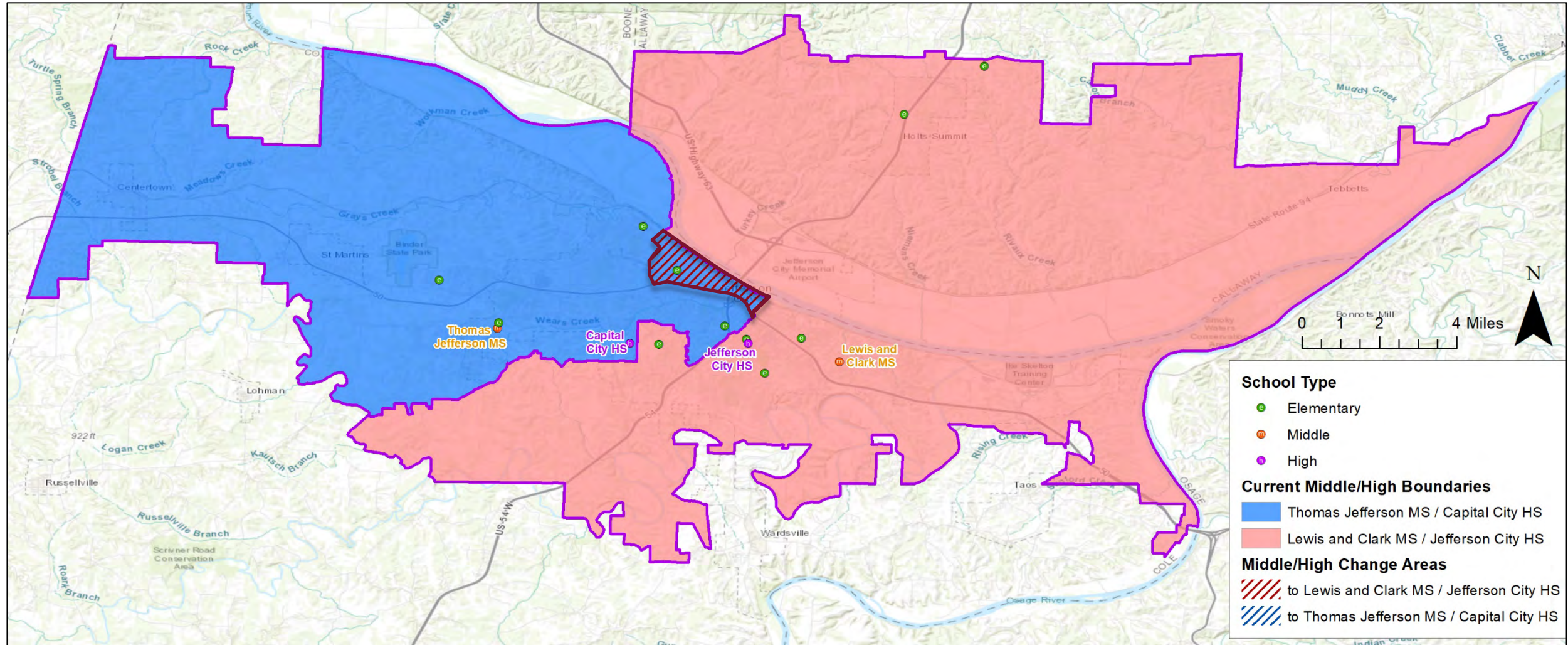
► SCENARIO 1

ELEMENTARY CHANGE AREAS

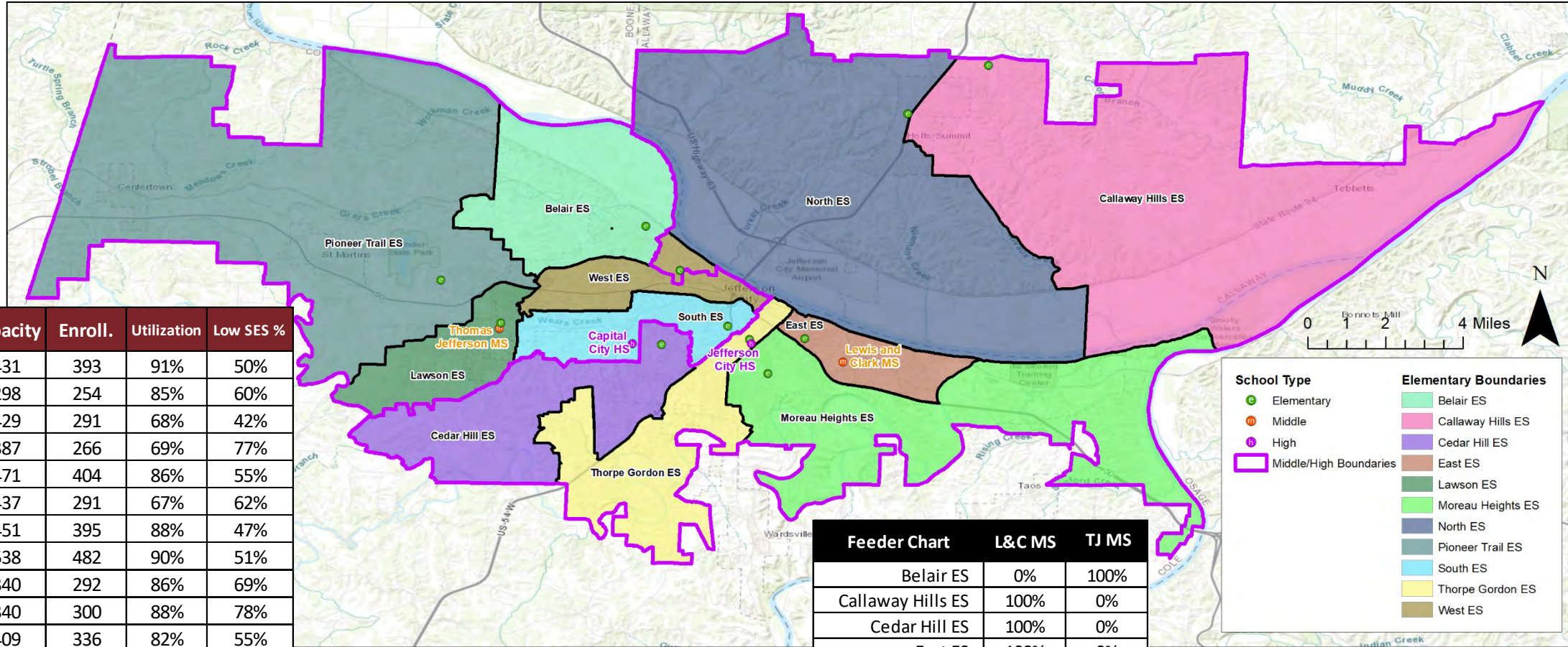


► SCENARIO 1

SECONDARY CHANGE AREAS



► SCENARIO 2



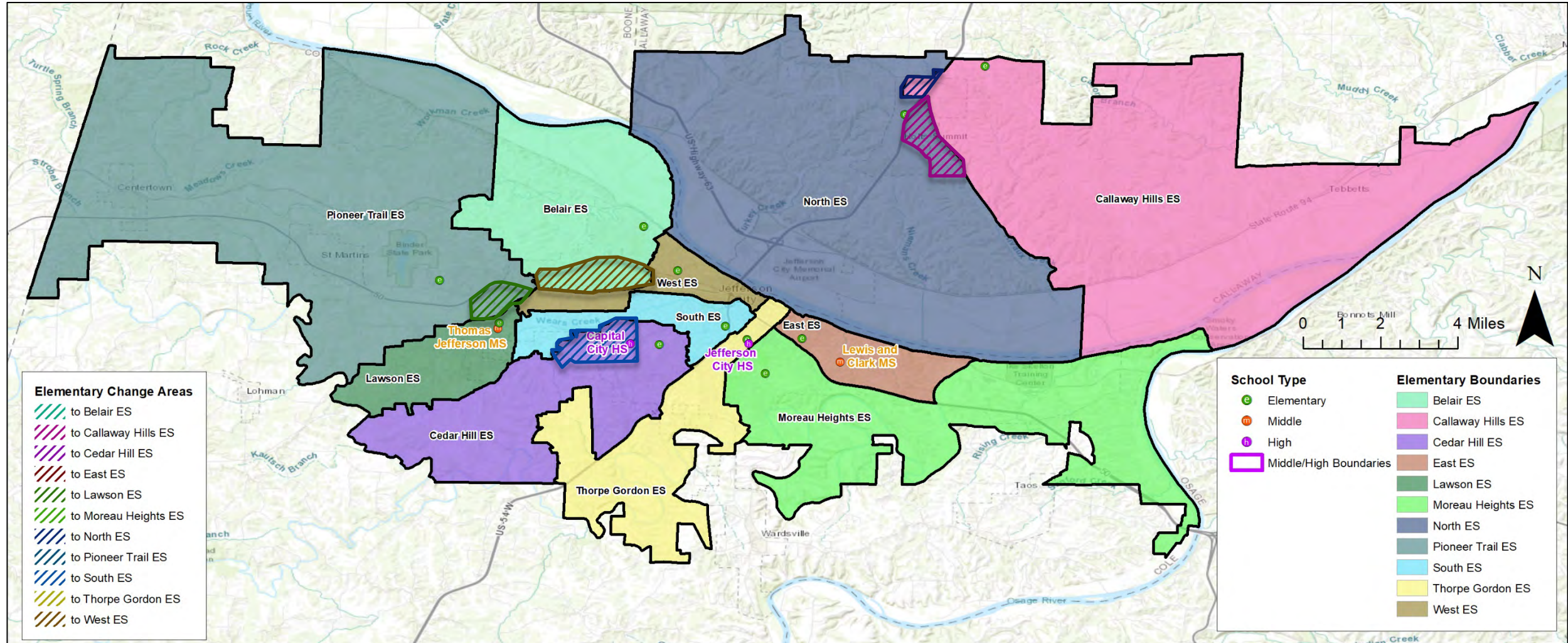
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	393	91%	50%
Callaway Hills ES	298	254	85%	60%
Cedar Hill ES	429	291	68%	42%
East ES	387	266	69%	77%
Lawson ES	471	404	86%	55%
Moreau Heights ES	437	291	67%	62%
North ES	451	395	88%	47%
Pioneer Trail ES	538	482	90%	51%
South ES	340	292	86%	69%
Thorpe Gordon ES	340	300	88%	78%
West ES	409	336	82%	55%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	987	102%	53%
Lewis and Clark MS	972	930	96%	58%
MIDDLE SUBTOTAL	972	987	102%	56%
Capital City HS	1,600	1,356	85%	44%
Jefferson City HS	1,800	1,328	74%	45%
HIGH SUBTOTAL	3,400	2,684	79%	45%

Students Moved	Total
Elementary	243
Middle	63
High	100

Feeder Chart	L&C MS	TJ MS
Belair ES	0%	100%
Callaway Hills ES	100%	0%
Cedar Hill ES	100%	0%
East ES	100%	0%
Lawson ES	0%	100%
Moreau Heights ES	100%	0%
North ES	100%	0%
Pioneer Trail ES	0%	100%
South ES	0%	100%
Thorpe Gordon ES	100%	0%
West ES	25%	75%

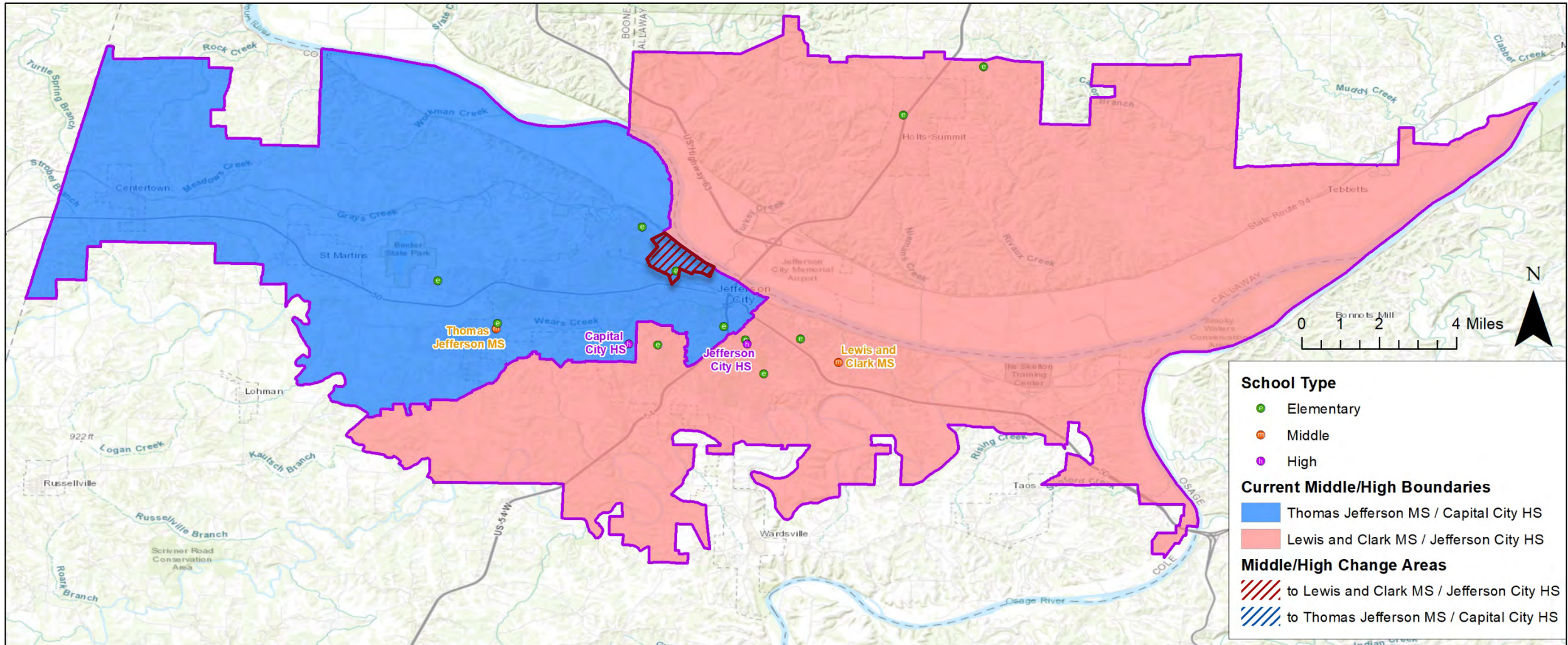
► SCENARIO 2

ELEMENTARY CHANGE AREAS

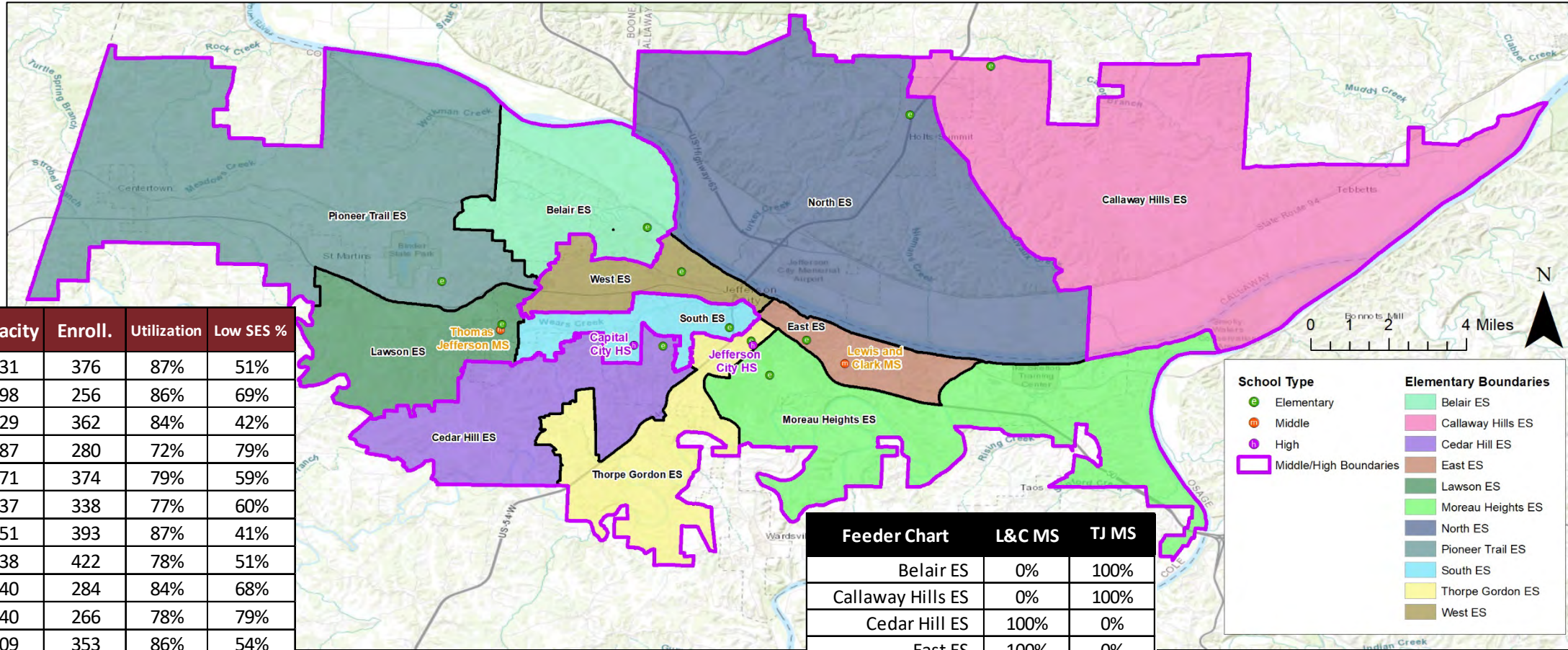


► SCENARIO 2

SECONDARY CHANGE AREAS



► SCENARIO 3



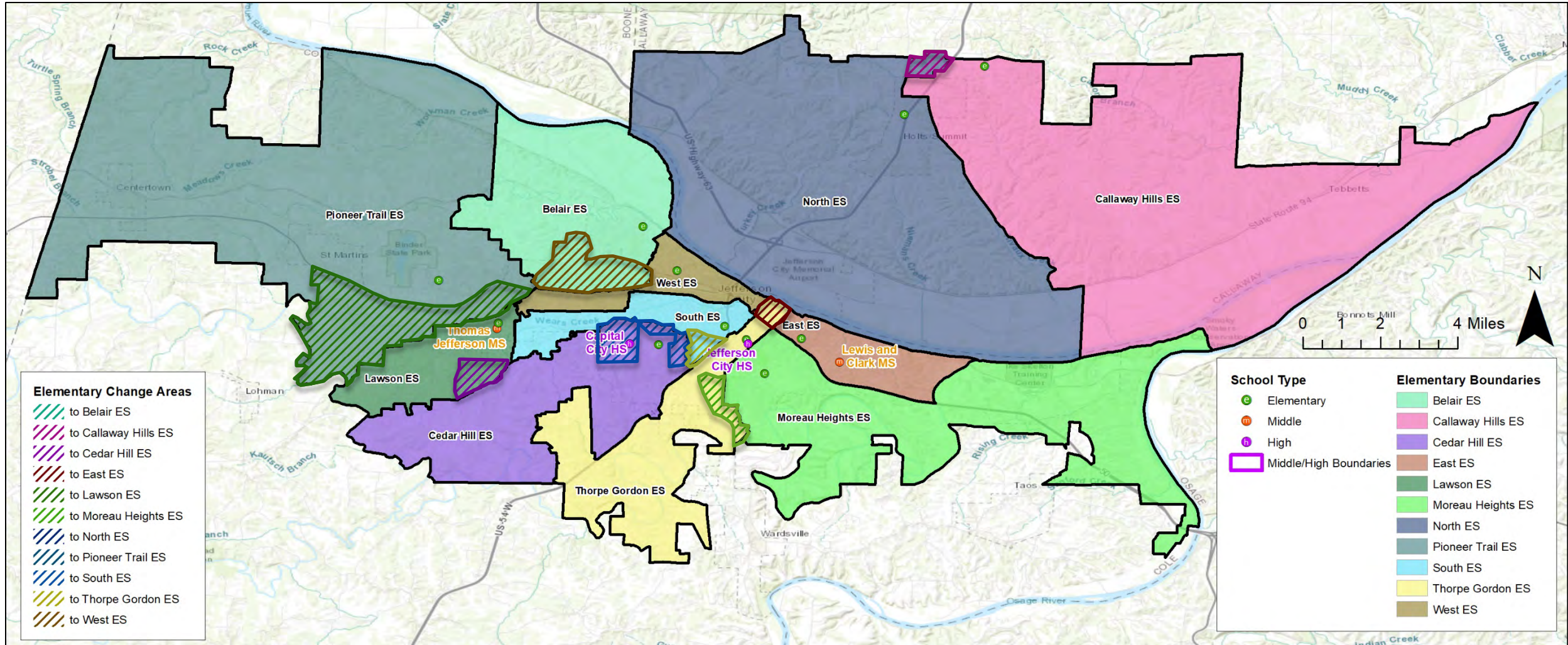
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	376	87%	51%
Callaway Hills ES	298	256	86%	69%
Cedar Hill ES	429	362	84%	42%
East ES	387	280	72%	79%
Lawson ES	471	374	79%	59%
Moreau Heights ES	437	338	77%	60%
North ES	451	393	87%	41%
Pioneer Trail ES	538	422	78%	51%
South ES	340	284	84%	68%
Thorpe Gordon ES	340	266	78%	79%
West ES	409	353	86%	54%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	919	95%	56%
Lewis and Clark MS	972	998	103%	55%
MIDDLE SUBTOTAL	972	919	95%	56%
Capital City HS	1,600	1,235	77%	45%
Jefferson City HS	1,800	1,449	81%	45%
HIGH SUBTOTAL	3,400	2,684	79%	45%

Students Moved	Total
Elementary	383
Middle	413
High	553

Feeder Chart	L&C MS	TJ MS
Belair ES	0%	100%
Callaway Hills ES	0%	100%
Cedar Hill ES	100%	0%
East ES	100%	0%
Lawson ES	0%	100%
Moreau Heights ES	100%	0%
North ES	100%	0%
Pioneer Trail ES	0%	100%
South ES	0%	100%
Thorpe Gordon ES	100%	0%
West ES	100%	0%

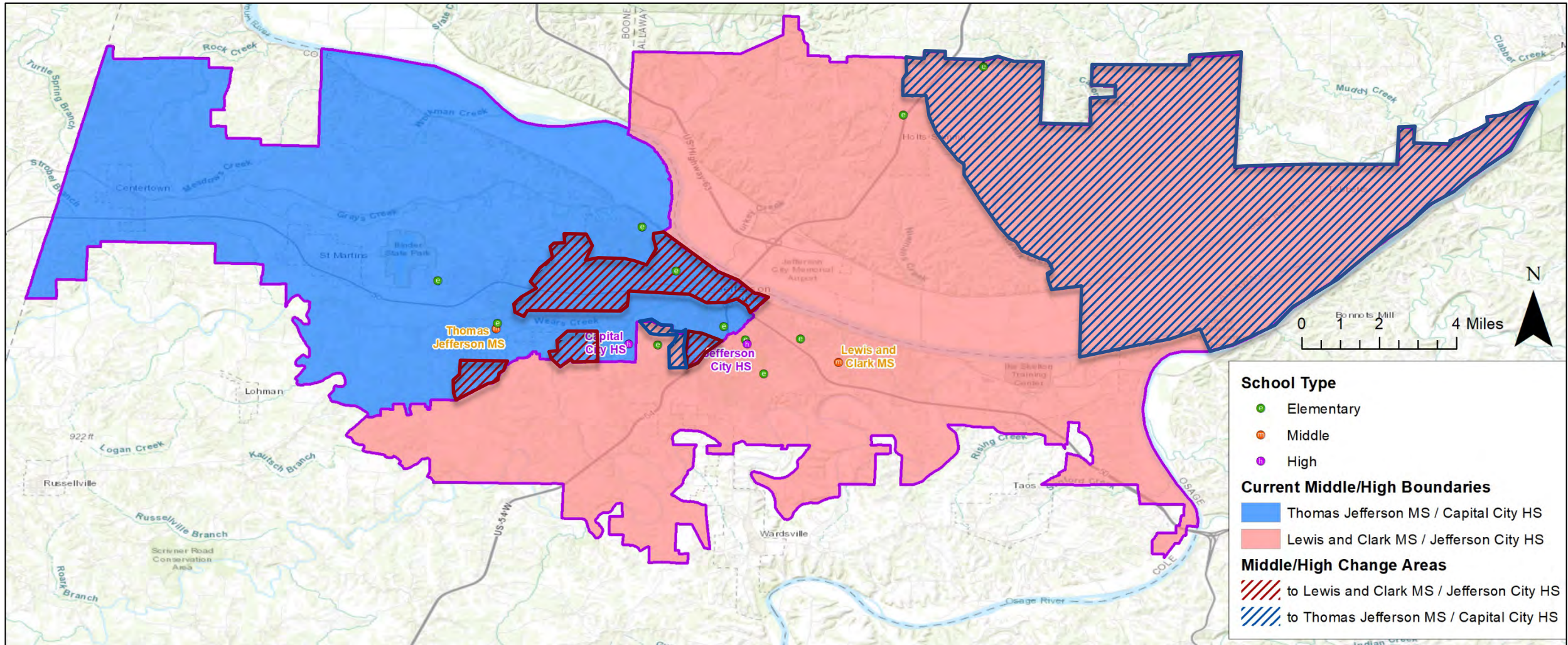
► SCENARIO 3

ELEMENTARY CHANGE AREAS

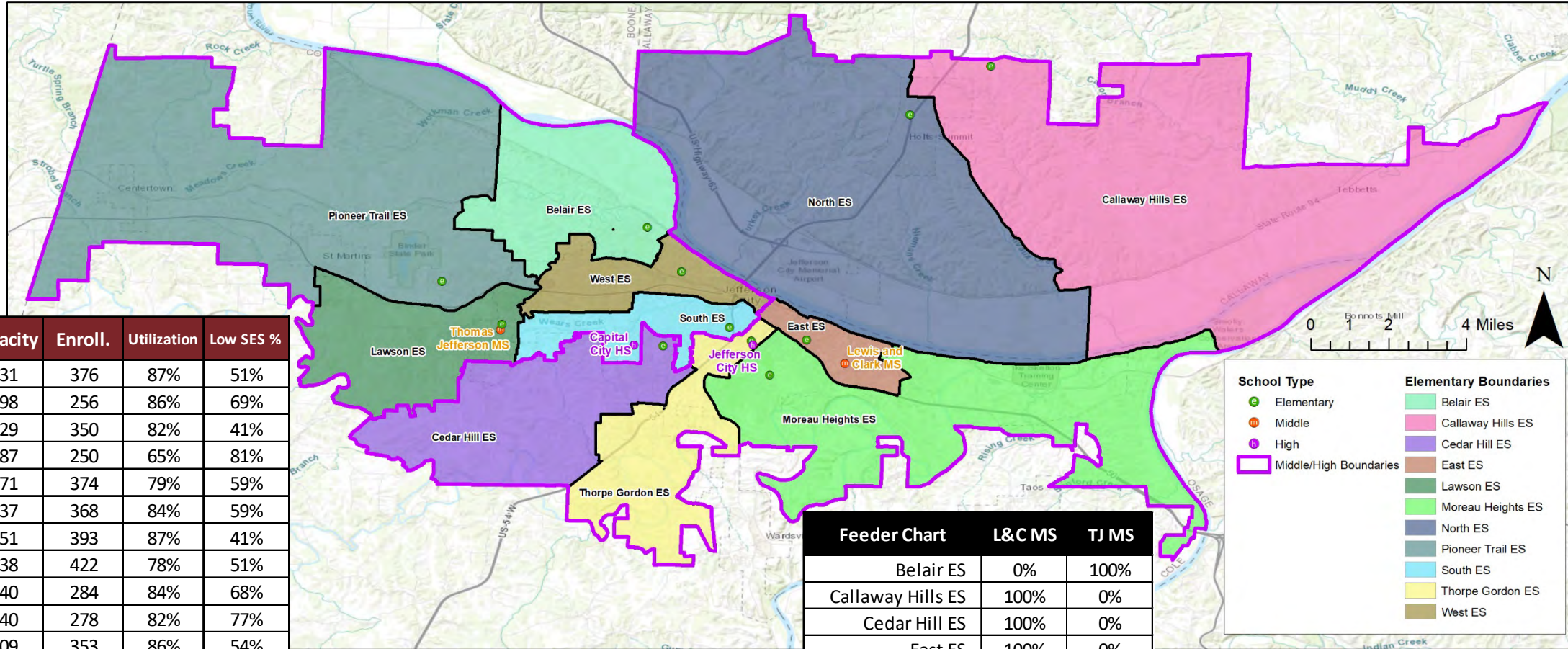


► SCENARIO 3

SECONDARY CHANGE AREAS



► SCENARIO 4



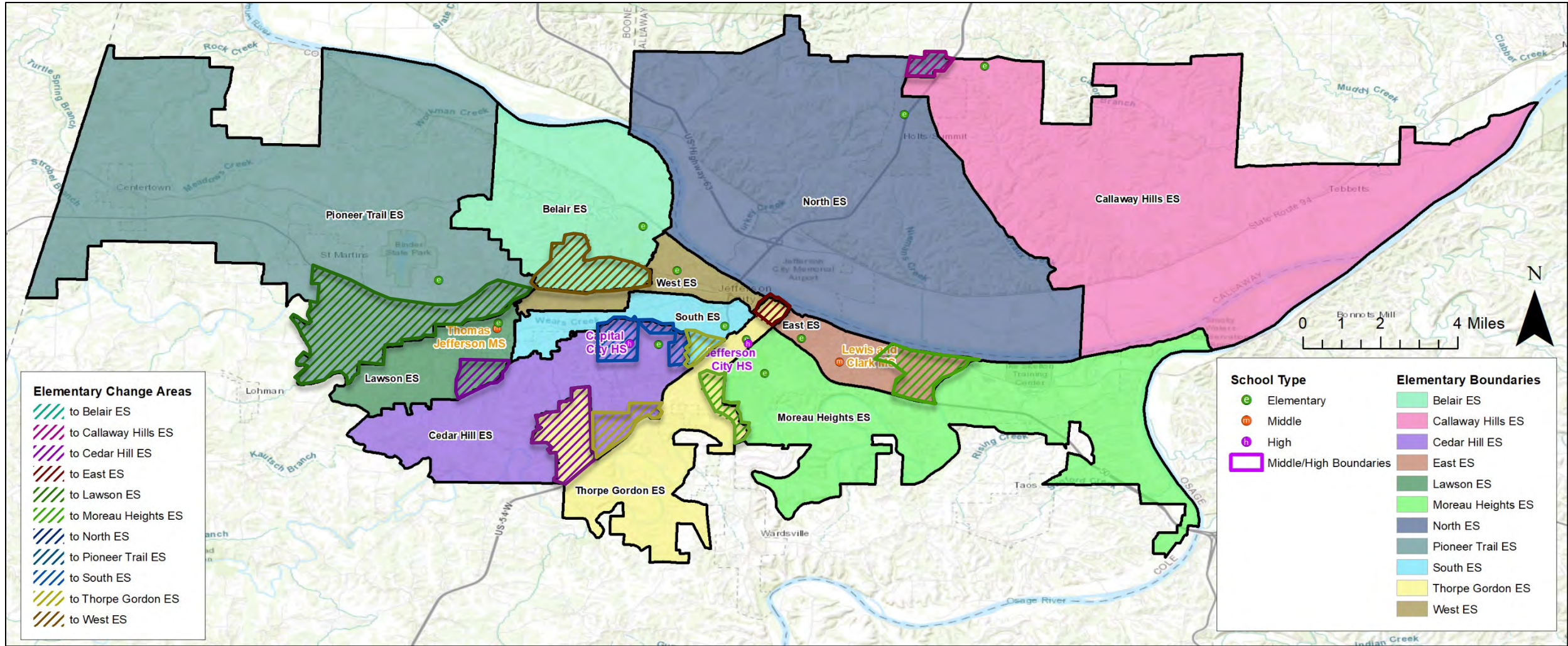
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	376	87%	51%
Callaway Hills ES	298	256	86%	69%
Cedar Hill ES	429	350	82%	41%
East ES	387	250	65%	81%
Lawson ES	471	374	79%	59%
Moreau Heights ES	437	368	84%	59%
North ES	451	393	87%	41%
Pioneer Trail ES	538	422	78%	51%
South ES	340	284	84%	68%
Thorpe Gordon ES	340	278	82%	77%
West ES	409	353	86%	54%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	995	102%	54%
Lewis and Clark MS	972	922	95%	58%
MIDDLE SUBTOTAL	972	995	102%	56%
Capital City HS	1,600	1,370	86%	44%
Jefferson City HS	1,800	1,314	73%	46%
HIGH SUBTOTAL	3,400	2,684	79%	45%

Students Moved	Total
Elementary	487
Middle	93
High	124

Feeder Chart	L&C MS	TJ MS
Belair ES	0%	100%
Callaway Hills ES	100%	0%
Cedar Hill ES	100%	0%
East ES	100%	0%
Lawson ES	0%	100%
Moreau Heights ES	100%	0%
North ES	100%	0%
Pioneer Trail ES	0%	100%
South ES	0%	100%
Thorpe Gordon ES	100%	0%
West ES	0%	100%

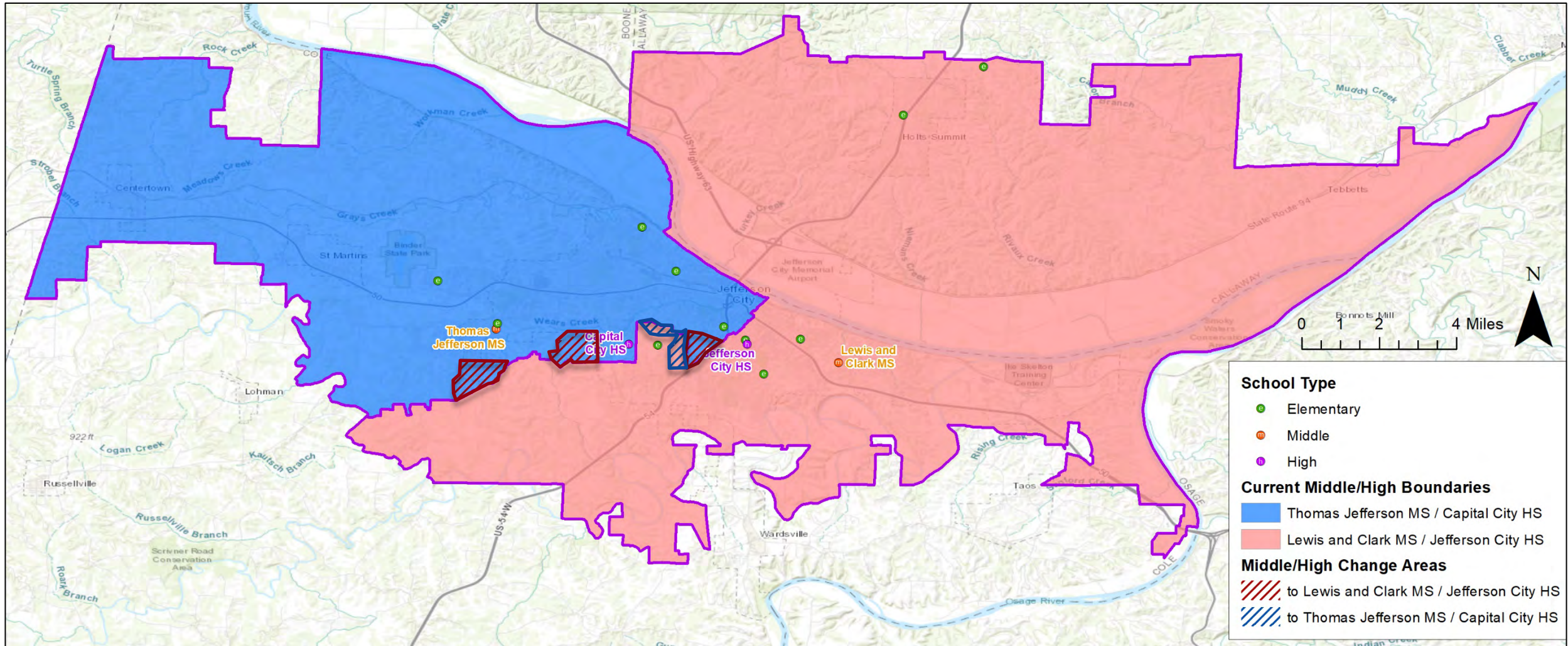
► SCENARIO 4

ELEMENTARY CHANGE AREAS



► SCENARIO 4

SECONDARY CHANGE AREAS



Survey QR Code:



COOPERATIVE STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

THANK YOU

WE APPRECIATE YOUR TIME

