



COOPERATIVE STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

**JEFFERSON CITY SCHOOLS
ATTENDANCE AREA PROCESS
UPDATES**

DECEMBER, 2021

► 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 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 the students and holding a tablet. Several students are seated at desks, and many of them have their hands raised, indicating they want to answer a question or participate. The classroom has a whiteboard in the background with some faint writing, and colorful letters 'M' and 'A' are visible on the wall to the right. The overall atmosphere is one of an active and engaged learning environment.

PREVIOUS SCENARIOS

▶ ATTENDANCE AREA CHANGES
TERMS

Enrollment – The number of students attending a school.

Live = students that reside within the boundary

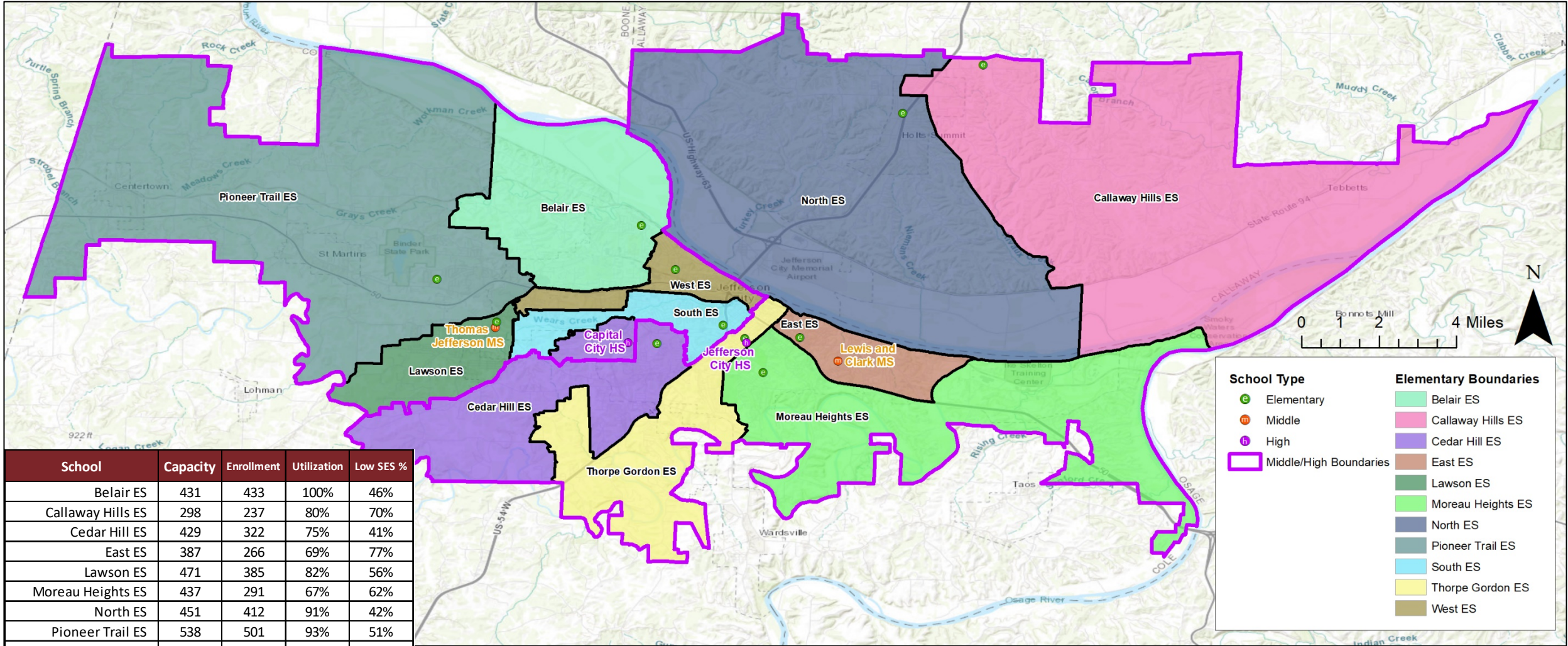
Attend = students attending that facility, regardless of residence

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

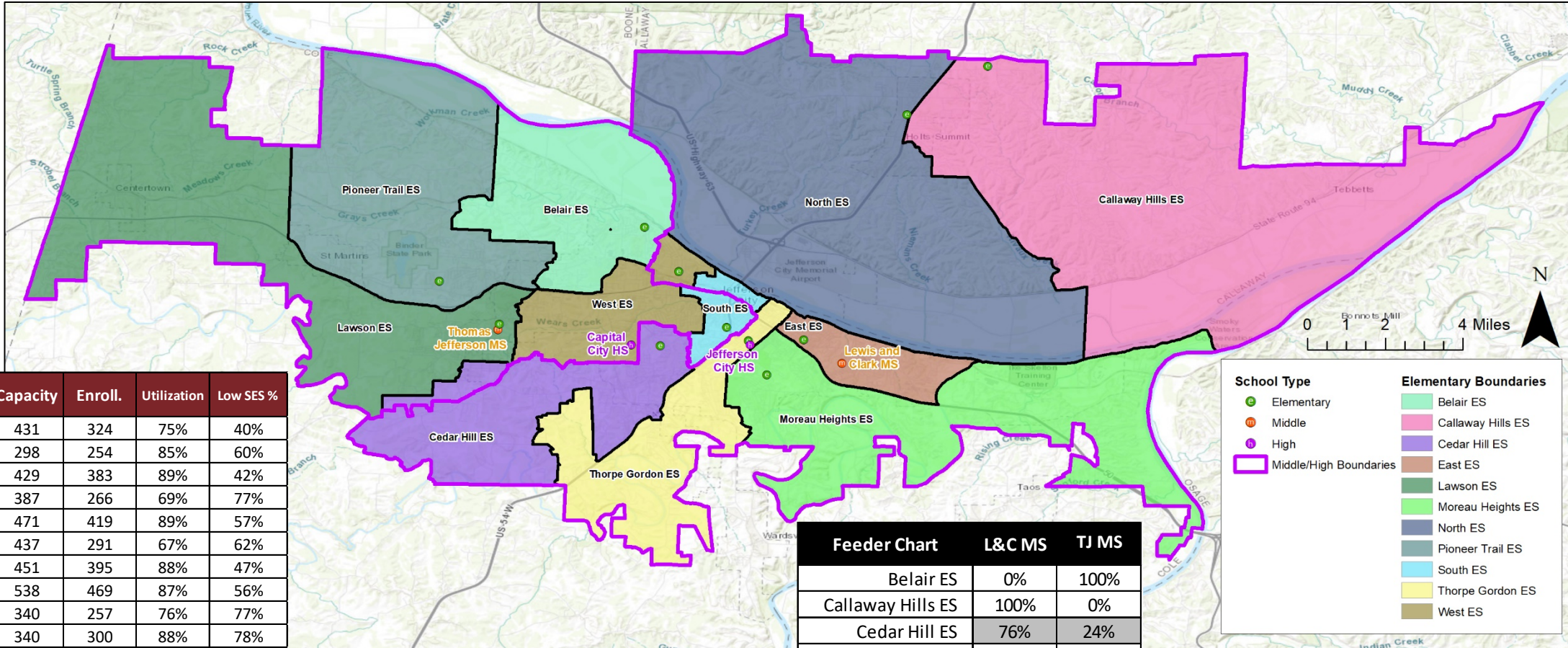
Low SES % – The percentage of students coming from lower socio-economic backgrounds, measured using student-level free/reduced lunch information

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	1,944	1,917	99%	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%

► SCENARIO 1

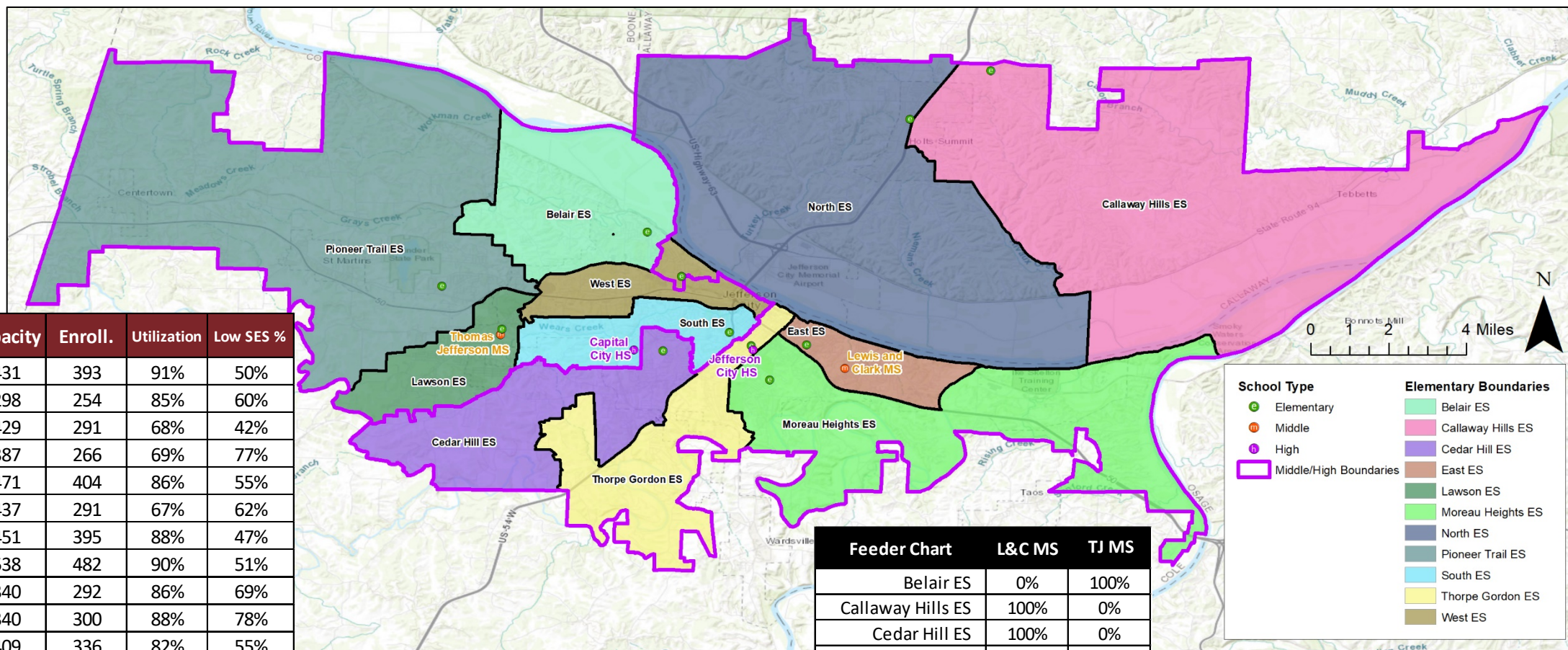


School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	324	75%	40%
Callaway Hills ES	298	254	85%	60%
Cedar Hill ES	429	383	89%	42%
East ES	387	266	69%	77%
Lawson ES	471	419	89%	57%
Moreau Heights ES	437	291	67%	62%
North ES	451	395	88%	47%
Pioneer Trail ES	538	469	87%	56%
South ES	340	257	76%	77%
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	1,944	1,917	99%	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%

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%

Students Moved	Total
Elementary	797
Middle	122
High	183

► SCENARIO 2

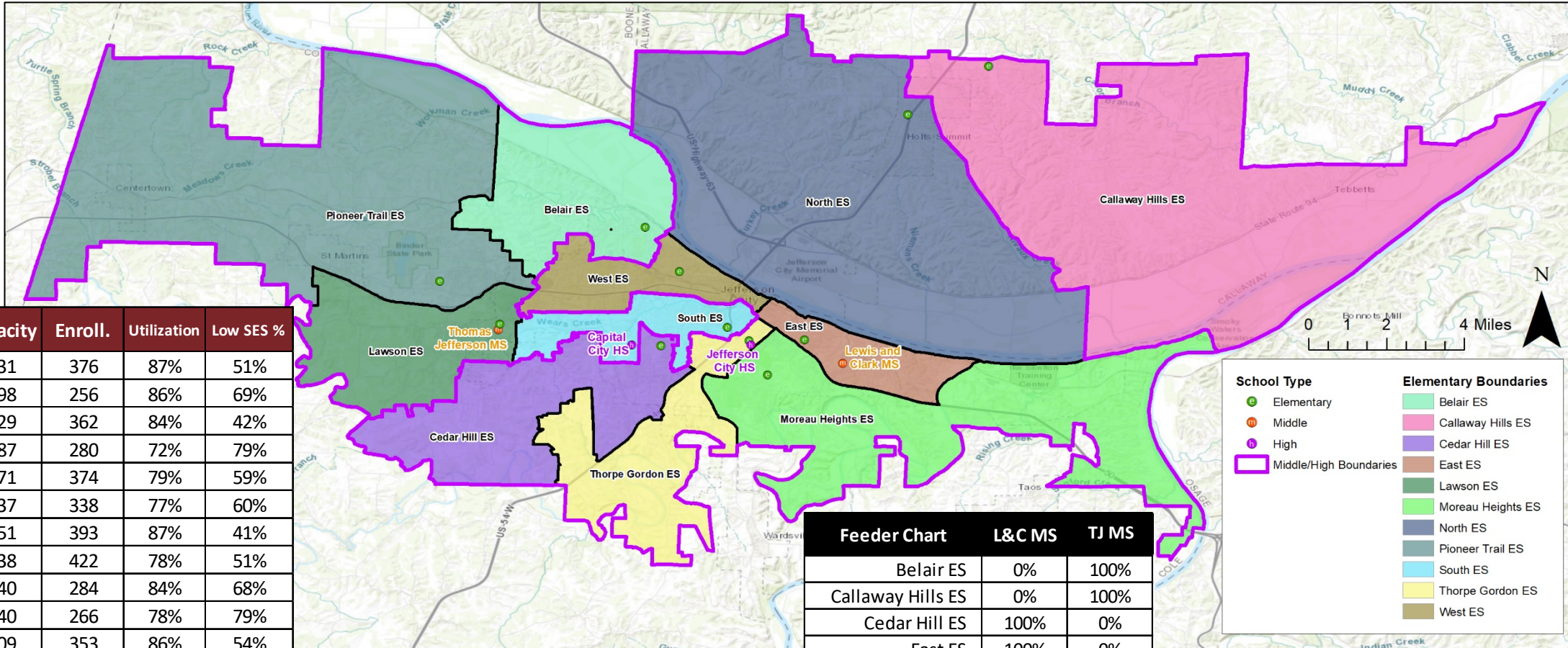


School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	393	91%	50%
Callaway Hills ES	298	254	85%	60%
Cedar Hill ES	429	291	68%	42%
East ES	387	266	69%	77%
Lawson ES	471	404	86%	55%
Moreau Heights ES	437	291	67%	62%
North ES	451	395	88%	47%
Pioneer Trail ES	538	482	90%	51%
South ES	340	292	86%	69%
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 3

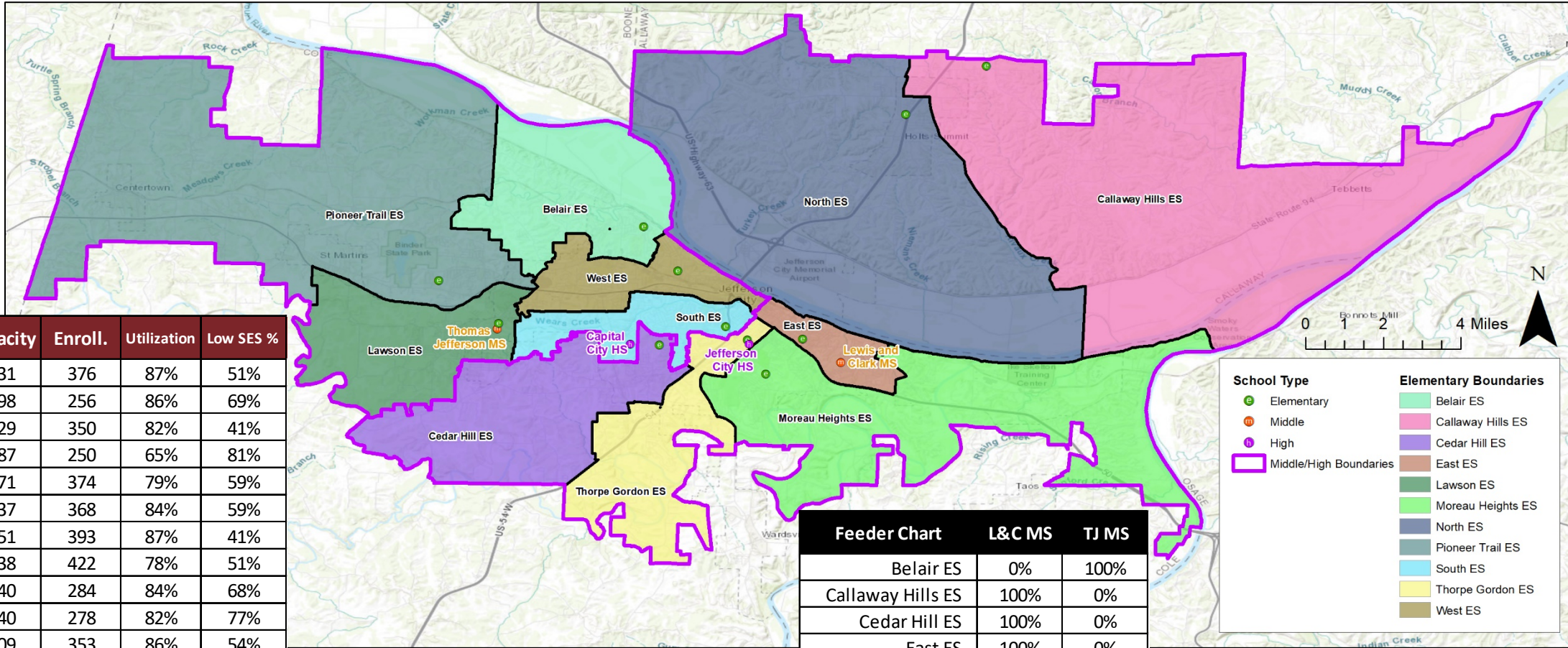


School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	376	87%	51%
Callaway Hills ES	298	256	86%	69%
Cedar Hill ES	429	362	84%	42%
East ES	387	280	72%	79%
Lawson ES	471	374	79%	59%
Moreau Heights ES	437	338	77%	60%
North ES	451	393	87%	41%
Pioneer Trail ES	538	422	78%	51%
South ES	340	284	84%	68%
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%

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%

Students Moved	Total
Elementary	383
Middle	413
High	553

► 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%

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%

Students Moved	Total
Elementary	487
Middle	93
High	124

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 the students and holding a tablet. Several students are seated at desks, and many of them have their hands raised, indicating an interactive or Q&A session. The background features a whiteboard with some faint writing and colorful letters (M, A) on the wall. The overall atmosphere is educational and engaged.

COMMUNITY FEEDBACK REVIEW

▶ RESPONSE SUMMARY

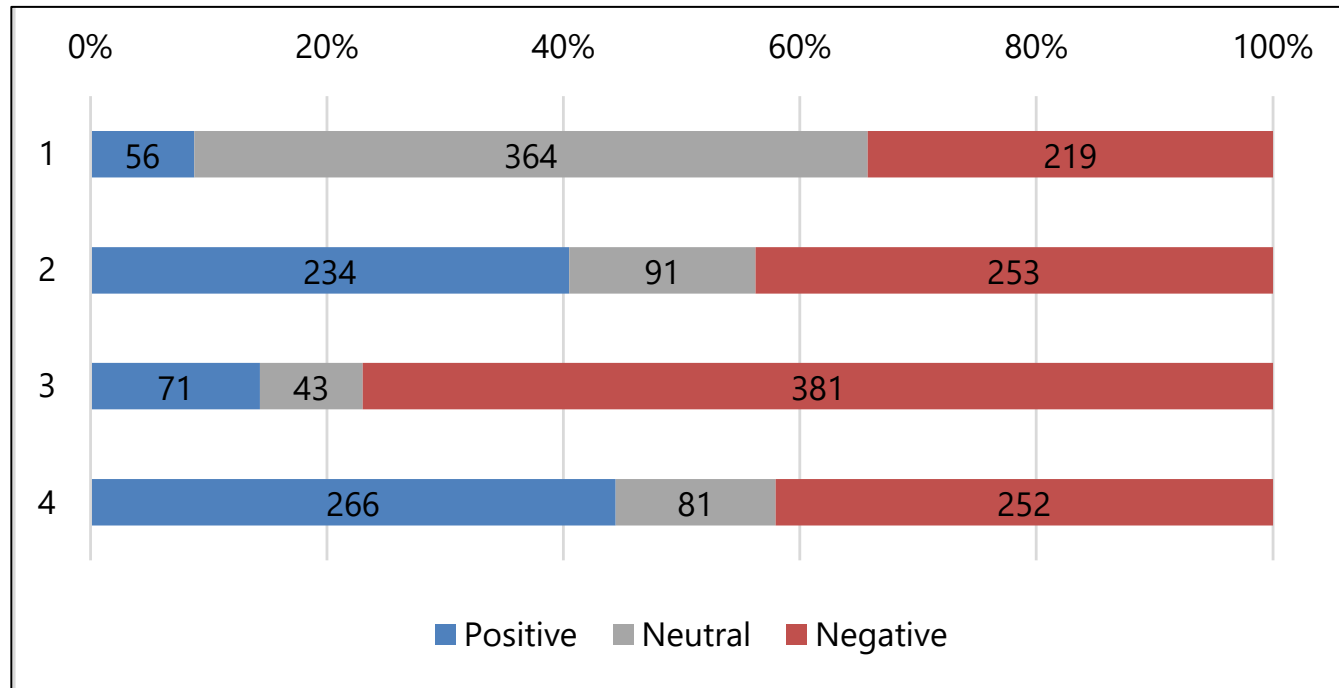
1,379 RESPONSES!!

Overall Summary

- Many people are unhappy with any changes, regardless of who is impacted
- A few areas were more represented in the response than others
- Feeder splits are not desirable
- Holts Summit would like to remain together at the secondary level
- Many comments brought up transportation/walkability/proximity
- Some Cedar Hill families would like to attend CCHS
- Grandfathering provisions are desirable
- Ensure that utilizations are brought down enough to make a difference at overcrowded schools

► COMMENT SENTIMENT

Overall	1	2	3	4
Positive	56	235	71	266
Neutral	364	90	43	81
Negative	219	252	381	252



Staff	1	2	3	4
Positive	9	36	10	25
Neutral	36	6	4	3
Negative	28	20	45	33

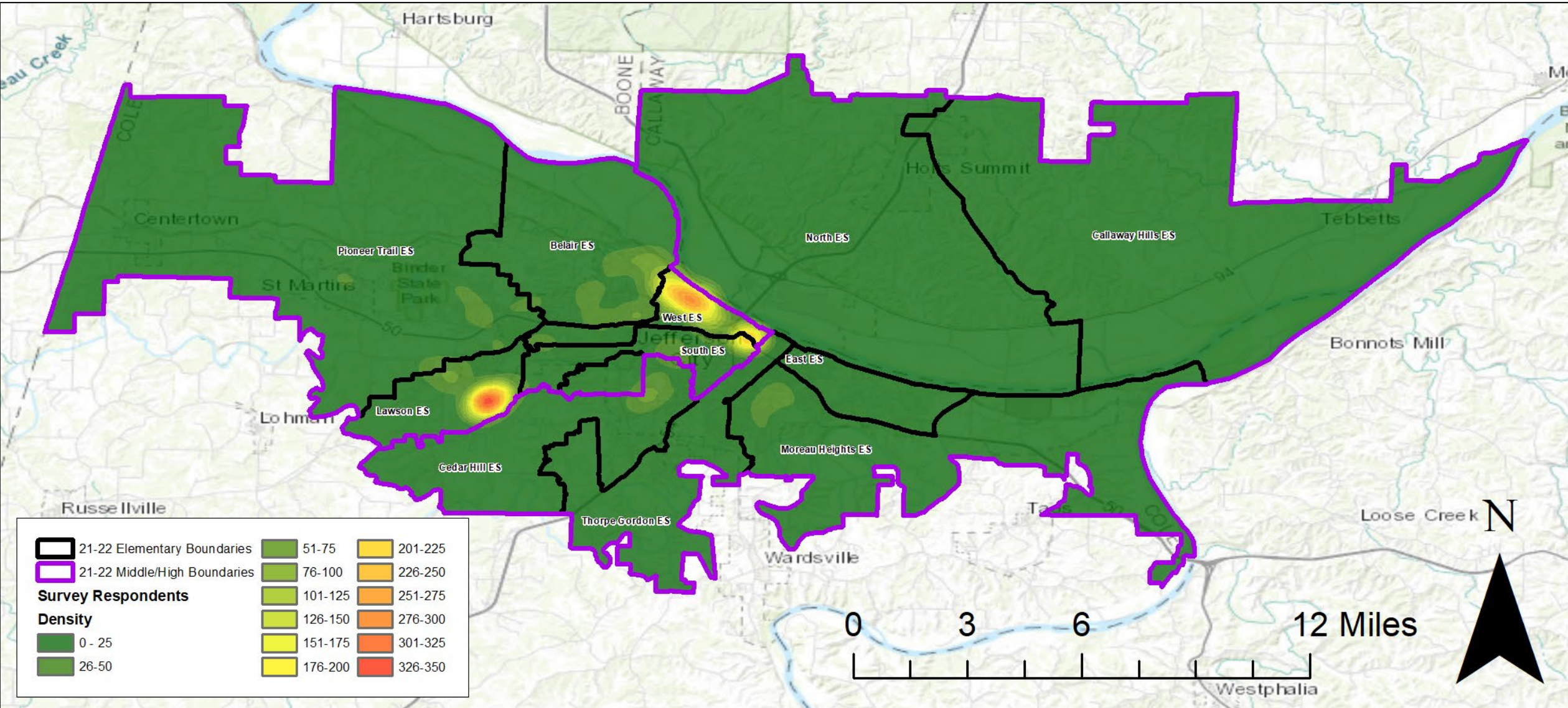
ES Parents	1	2	3	4
Positive	37	148	43	119
Neutral	218	50	21	54
Negative	123	135	215	161

MS Parents	1	2	3	4
Positive	16	81	14	81
Neutral	115	30	11	31
Negative	70	78	143	74

HS Parents	1	2	3	4
Positive	14	51	10	60
Neutral	78	22	10	13
Negative	44	53	93	55

Students	1	2	3	4
Positive	1	4	2	20
Neutral	17	2	2	1
Negative	12	21	20	6

► RESPONDENTS BY STREET



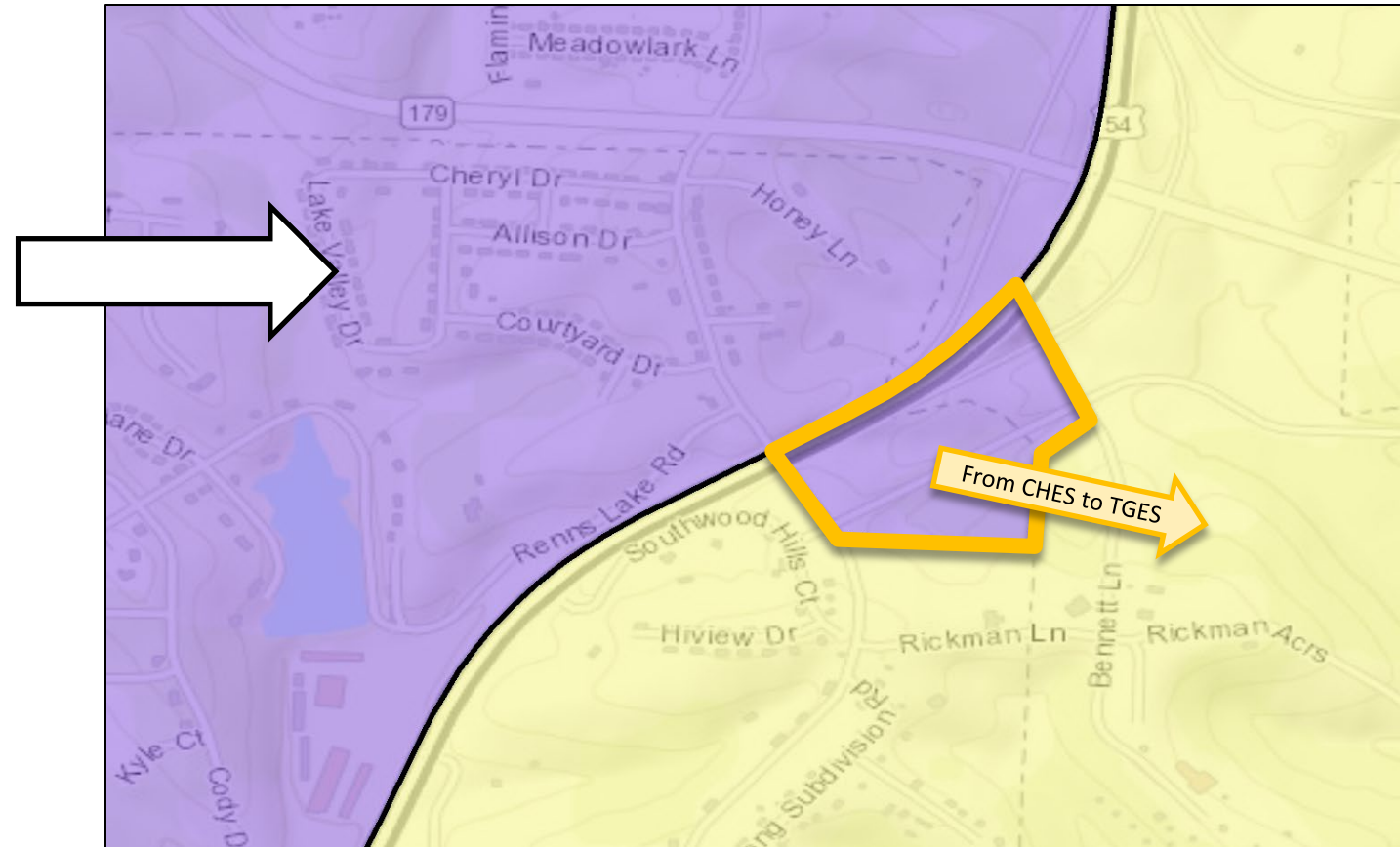
A photograph of a classroom scene. A male teacher with glasses, wearing a light blue shirt and a patterned tie, stands at the front of the room. He is pointing towards the students and holding a tablet. Several students are seated at desks, and many of them have their hands raised, indicating an interactive or question-and-answer session. The classroom has a whiteboard in the background with some faint writing, and colorful letters 'M' and 'A' are visible on the wall to the right. The overall atmosphere is bright and educational.

UPDATED SCENARIOS

► SCENARIOS OVERVIEW

- The committee reviewed the feedback, including:
 - Overall & group-based sentiments of each scenario
 - Overall comment feedback summary
 - Scenario-specific feedback
 - Scenario-specific suggestions
- One change that was not present in the first round of scenarios was made throughout all new scenarios.
- Committee made changes based mainly on community feedback, but also board guidelines and best practice for boundary adjustments.
 - More adjustments than seen in the scenarios were considered and even attempted

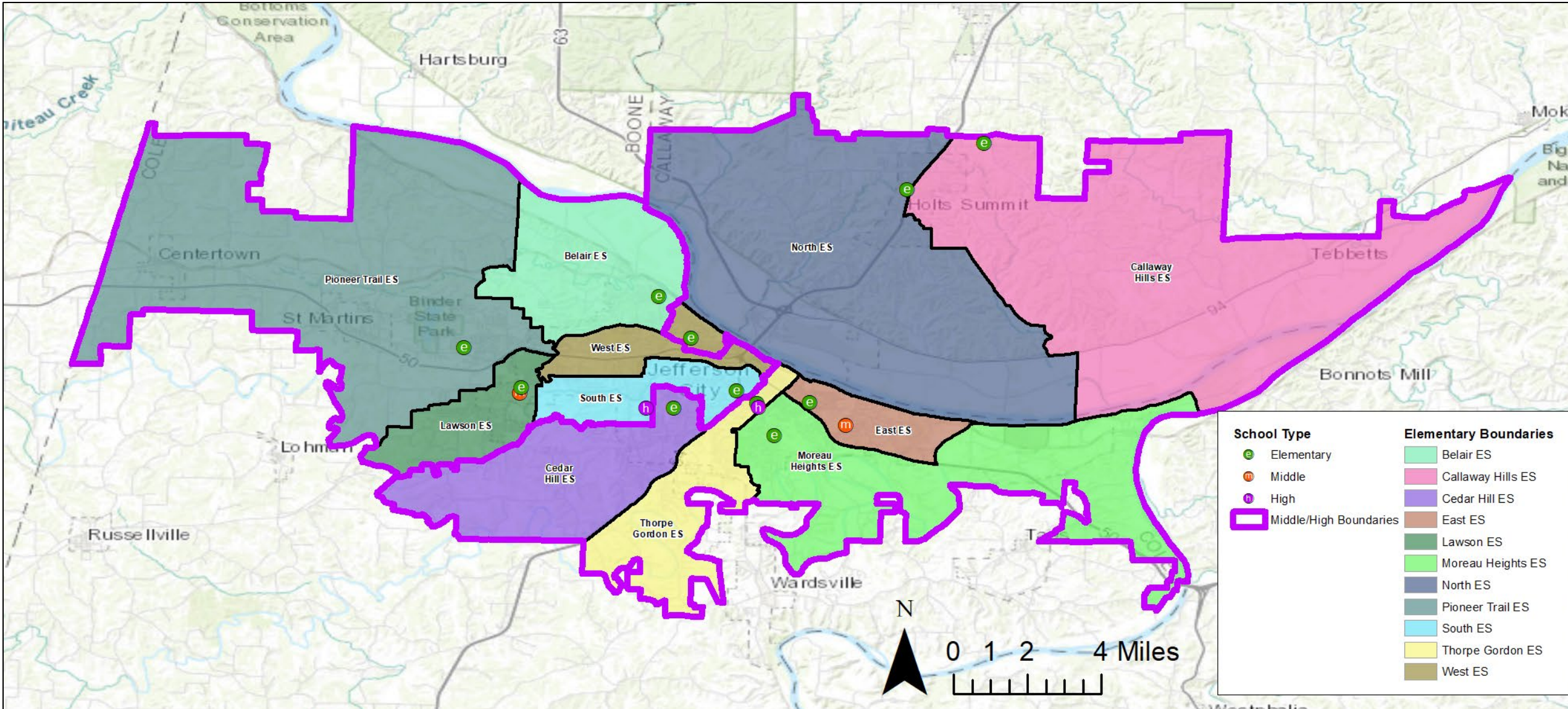
The highlighted area below (Christy Drive near the intersection of Hwy 54 & Route C/179) changes from Cedar Hill ES to Thorpe Gordon ES in all finalized scenarios (no impact to student population)



A photograph of a classroom scene. A female teacher in a white shirt stands at the front near a chalkboard. Several students in the foreground have their hands raised. The chalkboard contains some faint mathematical or scientific diagrams. The scene is framed by a white border.

SCENARIO A

► SCENARIO A



► SCENARIO A

Scenario A				
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	393	91%	50%
Callaway Hills ES	298	254	85%	60%
Cedar Hill ES	429	322	75%	45%
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	269	79%	79%
West ES	409	336	82%	55%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	944	97%	53%
Lewis and Clark MS	972	973	100%	58%
MIDDLE SUBTOTAL	1,944	1,917	99%	56%
Capital City HS	1,600	1,300	81%	43%
Jefferson City HS	1,800	1,384	77%	46%
HIGH SUBTOTAL	3,400	2,684	79%	45%

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	43%	57%

Students Moved	Total
Elementary	274
Middle	106
High	156

Overview

- 536 K-12 students moved
- No changes to East ES & Moreau Heights ES
- West ES, South ES, and Lawson ES are only gaining students
- Belair ES, Pioneer Trail ES, and Thorpe Gordon ES are only losing students
- Callaway Hills ES, North ES, and Cedar Hill ES both gain and lose different sets of students
- One area changes at the secondary level from TJMS & CCHS to LCMS & JCHS
- 34% SES differential at elementary, 5% at middle, and 3% at high

Pros

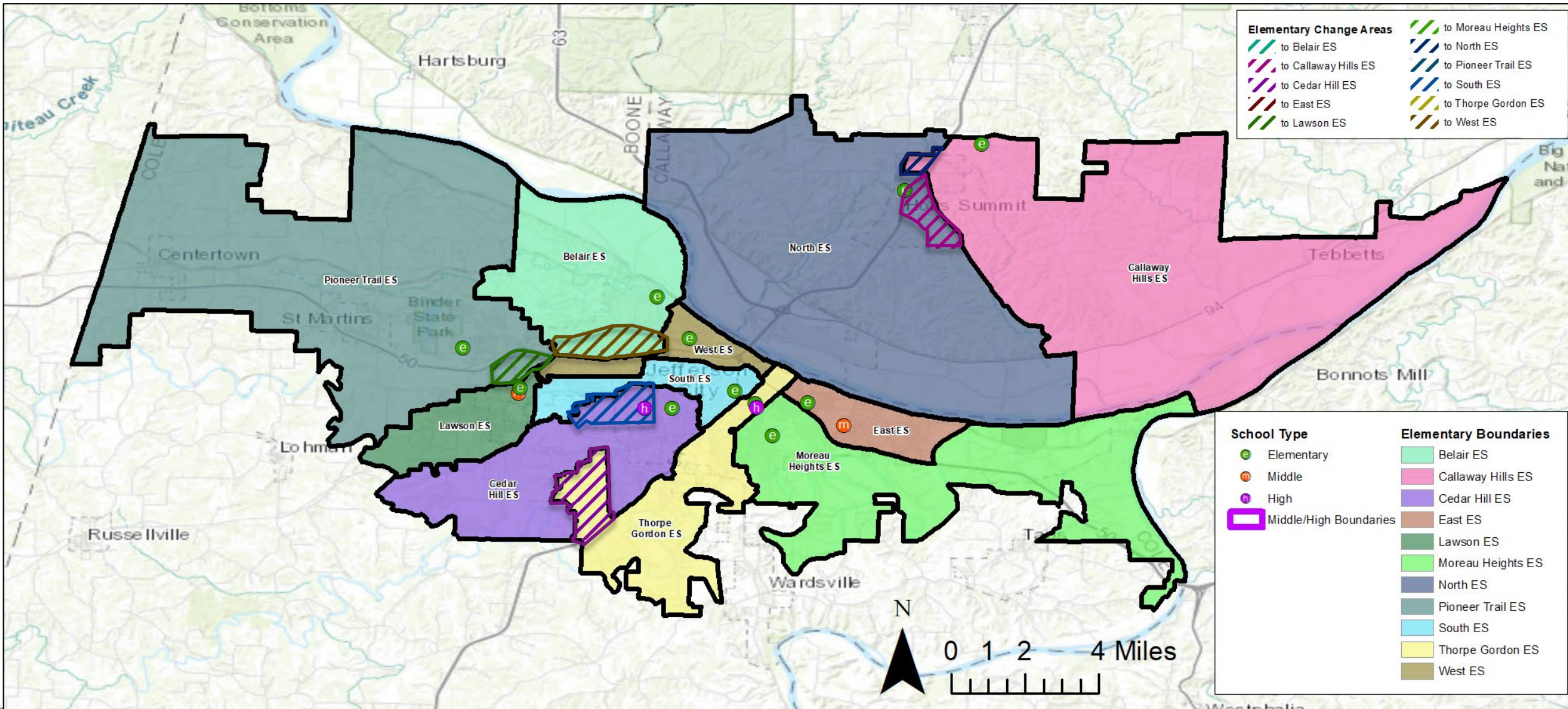
- This scenario moves the least number of students overall
- Secondary feeder split was improved to from 25/75 to 43/57 at West ES
- Improved SES balance for Callaway Hills ES and North ES
- Hwy 54 is used as a boundary line at the elementary level

Cons

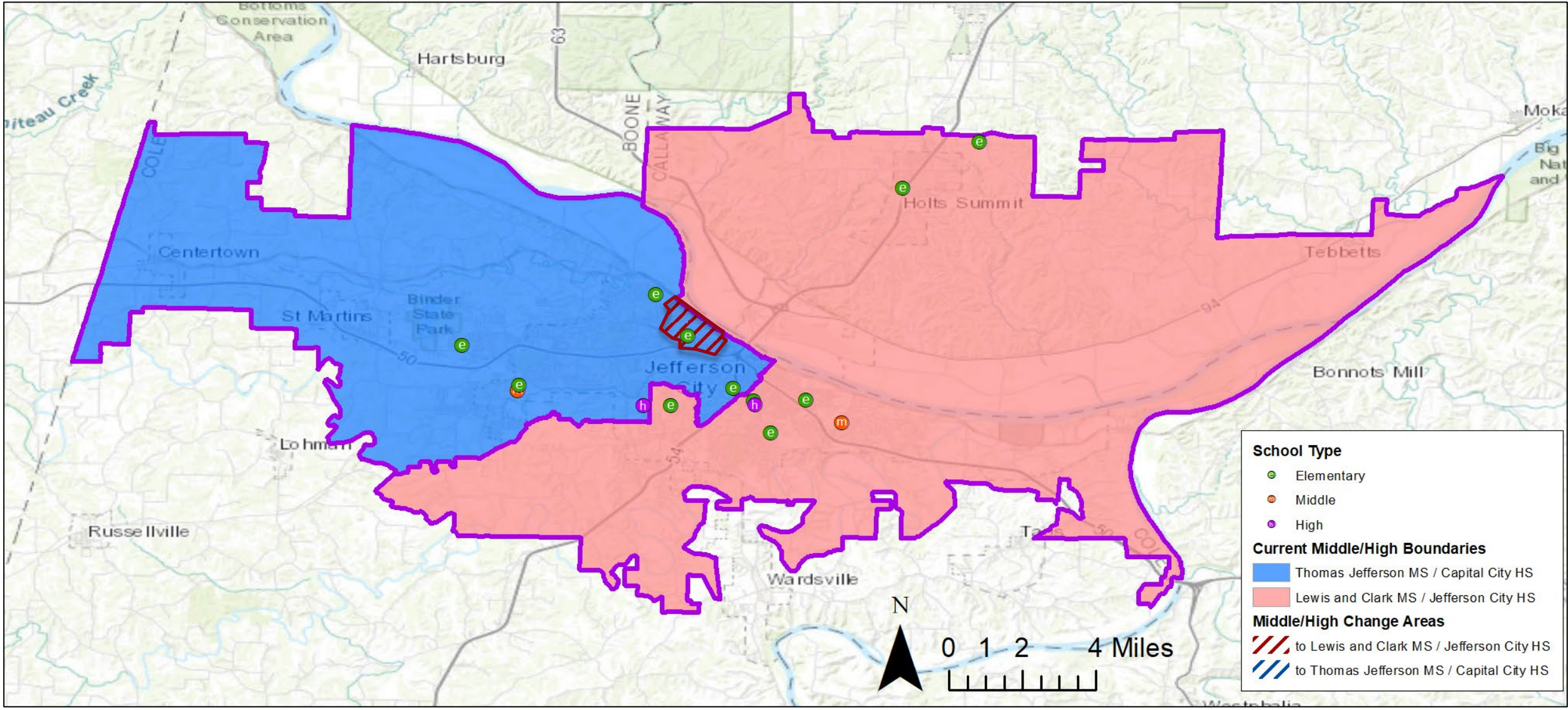
- A feeder split at West Elementary
- One elementary school is over 90% utilized (Belair- this is an improvement from 100%)
 - Pioneer Trail is utilized at 90% (improvement from 93%)

► SCENARIO A

ELEMENTARY CHANGE AREAS



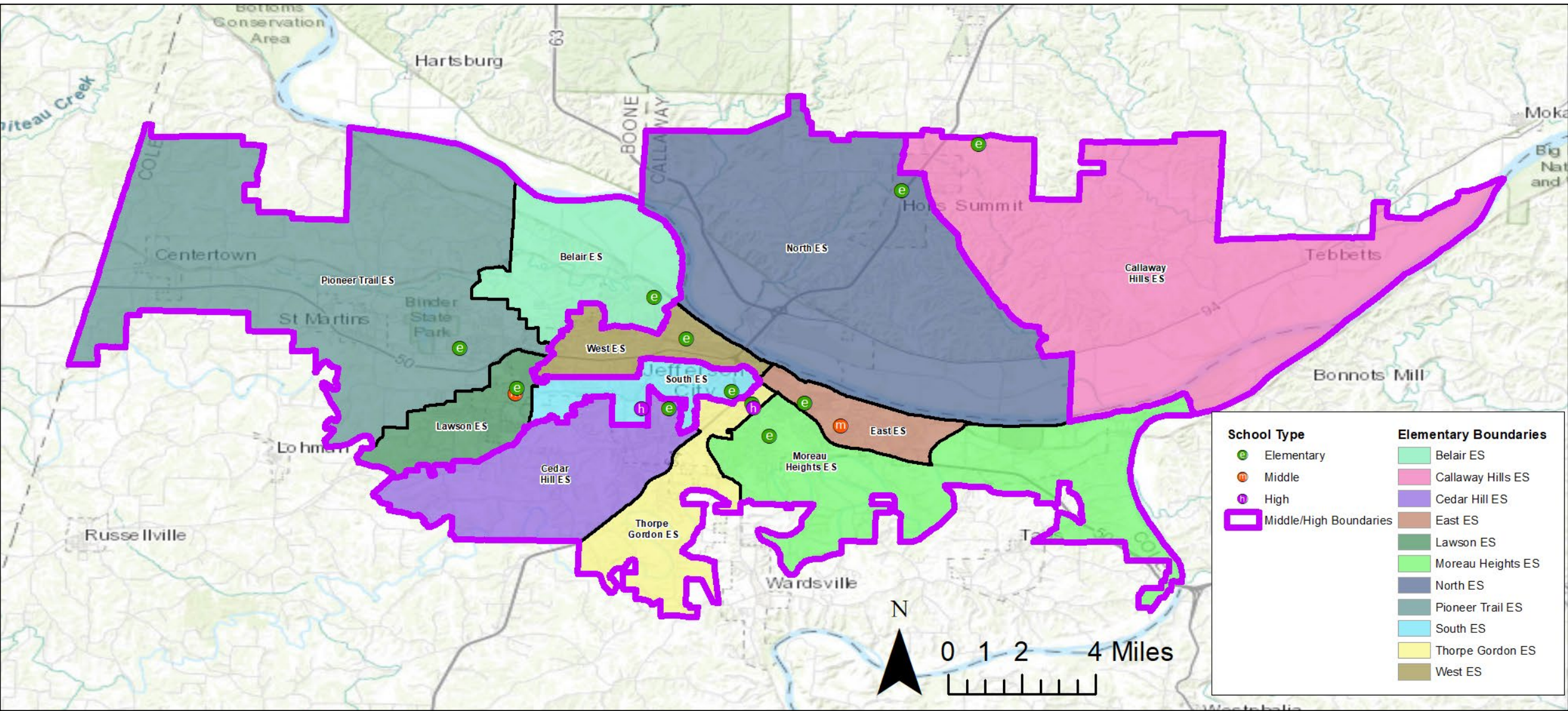
► SCENARIO A
SECONDARY CHANGE AREAS



A photograph of a classroom scene. A female teacher in a white shirt stands at the front near a chalkboard. Several students in the foreground have their hands raised. The chalkboard contains some faint mathematical or scientific diagrams. The text 'SCENARIO B' is overlaid in the center.

SCENARIO B

► SCENARIO B



► SCENARIO B

Overview

- 1,079 K-12 students moved
- Callaway Hills ES, East ES, Moreau Heights ES, Lawson ES, and West ES are only gaining students
- North ES, Belair ES, and Pioneer Trail ES are only losing students
- South ES, Cedar Hill ES, and Thorpe Gordon ES both gain and lose different sets of students
- Secondary changes are more extensive
- 39% SES differential at elementary level, 1% at middle, and 3% at high

Pros

- Provides greatest secondary SES balance (MS & HS) and longevity of SES balance (based on MS SES %)
- No feeder splits
- 54 is used as natural boundary for majority of elementary boundaries (Thorpe Gordon ES has a small area northwest of 54 near the physical school)
- Additional space at west side elementary schools (Belair, Pioneer Trail, Lawson) available to account for any growth that may occur

Cons

- Splits Holts Summit/Callaway County at secondary level
- Moves the most students
- One elementary school is 90% utilized (Pioneer Trail-improvement from 93%)
- All schools have some level of impact

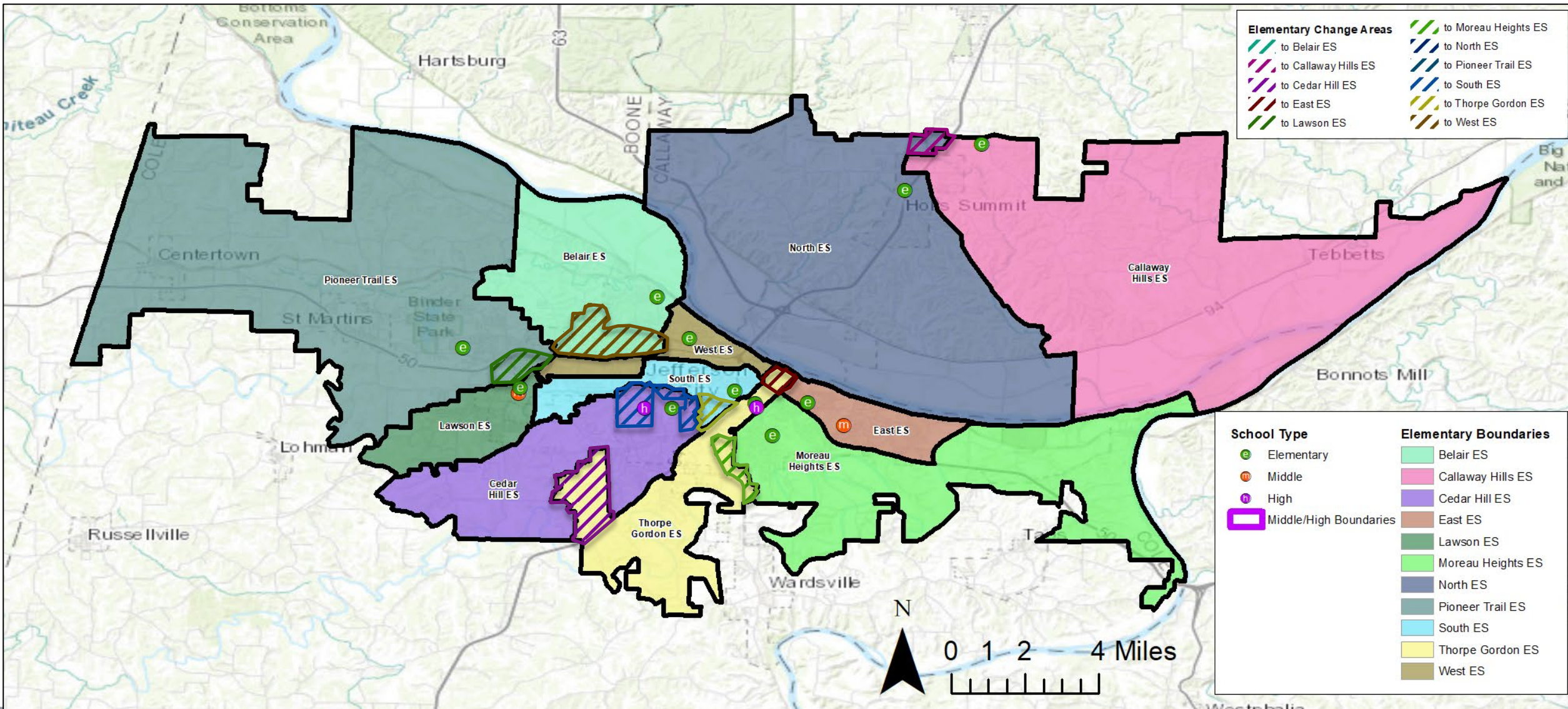
Feeder Chart	L&C MS	TJ MS
Belair ES	0%	100%
Callaway Hills ES	0%	100%
Cedar Hill ES	100%	0%
East ES	100%	0%
Lawson ES	0%	100%
Moreau Heights ES	100%	0%
North ES	100%	0%
Pioneer Trail ES	0%	100%
South ES	0%	100%
Thorpe Gordon ES	100%	0%
West ES	100%	0%

Students Moved	Total
Elementary	264
Middle	354
High	479

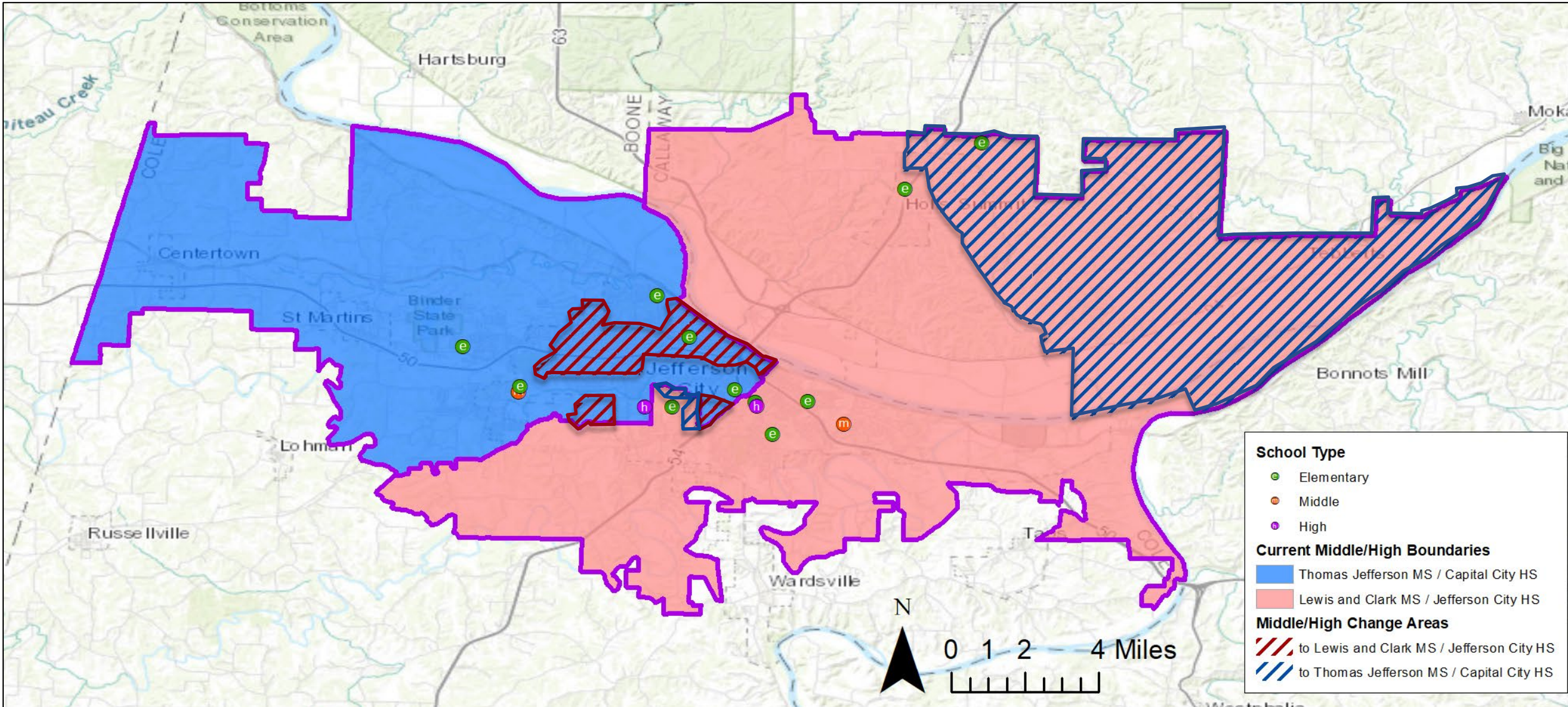
Scenario B				
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	376	87%	51%
Callaway Hills ES	298	256	86%	69%
Cedar Hill ES	429	303	71%	44%
East ES	387	280	72%	79%
Lawson ES	471	404	86%	55%
Moreau Heights ES	437	338	77%	60%
North ES	451	393	87%	41%
Pioneer Trail ES	538	482	90%	51%
South ES	340	284	84%	68%
Thorpe Gordon ES	340	235	69%	80%
West ES	409	353	86%	54%
ELEMENTARY SUBTOTAL	4,531	3,704	82%	58%
Thomas Jefferson MS	972	978	101%	55%
Lewis and Clark MS	972	939	97%	56%
MIDDLE SUBTOTAL	1,944	1,917	99%	56%
Capital City HS	1,600	1,309	82%	43%
Jefferson City HS	1,800	1,375	76%	46%
HIGH SUBTOTAL	3,400	2,684	79%	45%

► SCENARIO B

ELEMENTARY CHANGE AREAS



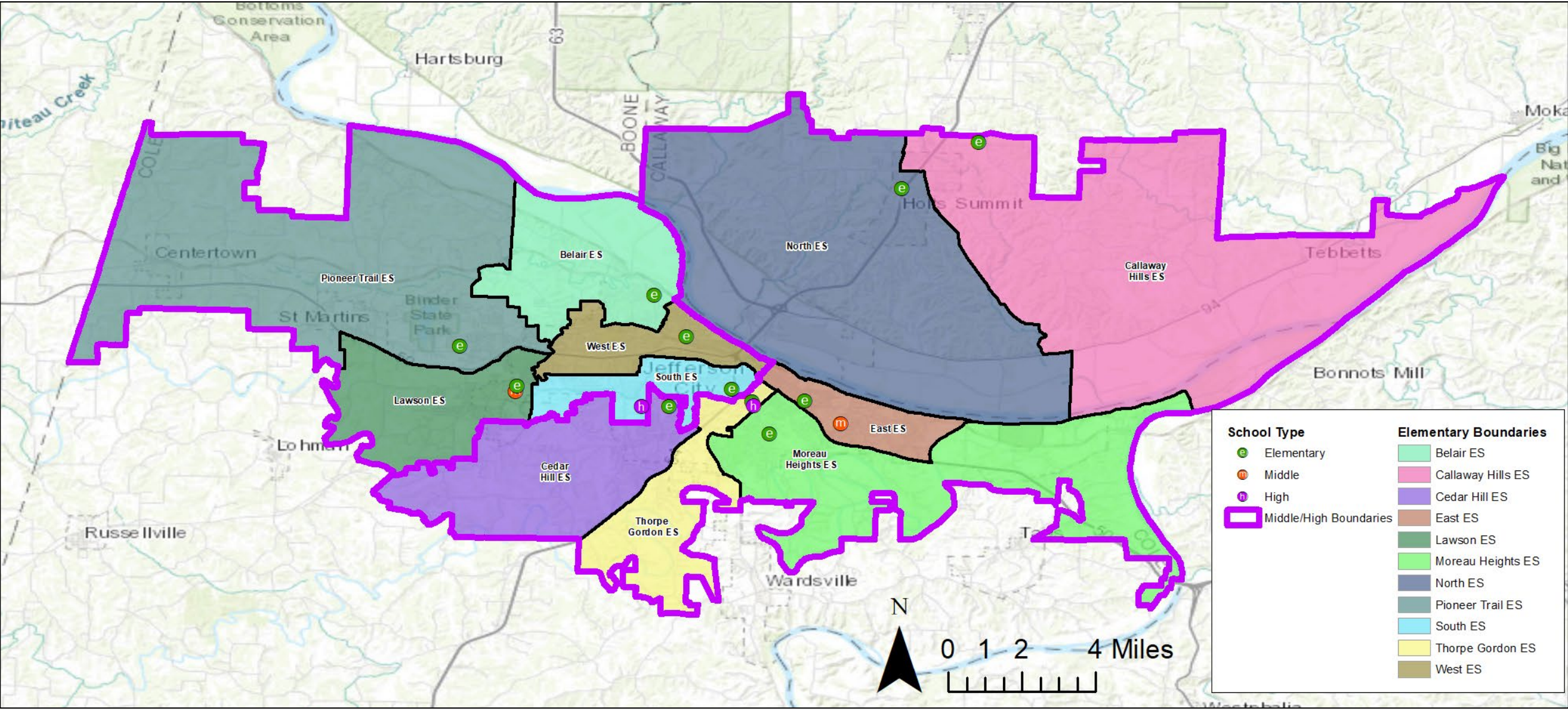
► SCENARIO B
SECONDARY CHANGE AREAS



A photograph of a classroom scene. A female teacher in a white shirt stands at the front, smiling, with her hands raised. Several students in the foreground have their hands raised, indicating an interactive lesson. The background features a chalkboard with some faint writing. The text "SCENARIO C" is overlaid in the center.

SCENARIO C

► SCENARIO C



► SCENARIO C

Overview

- 631 K-12 students moved
- West ES, Callaway Hills ES, Moreau Heights ES, and East are only gaining students
- Pioneer Trail ES, Belair ES, and North ES are only losing students
- Thorpe Gordon ES, South ES, Lawson ES, and Cedar Hill ES both gain and lose different sets of students
- Secondary changes are mostly isolated to areas along Route C, LCMS & JCHS mostly gain students, but do lose a small area around the Cedar Hill ES building.
- 39% SES differential at elementary level, 4% at middle, and 2% at high

Pros

- Provides the best SES balance at HS based on current students (2% differential compared to 3% in other scenarios)
- No feeder splits
- Additional space at west side elementary schools (Belair, Pioneer Trail, Lawson) available to account for any growth that may occur

Cons

- One elementary school is over 90% utilized (Cedar Hill)
- More students at Capital City than Jefferson City
- All schools have some level of impact

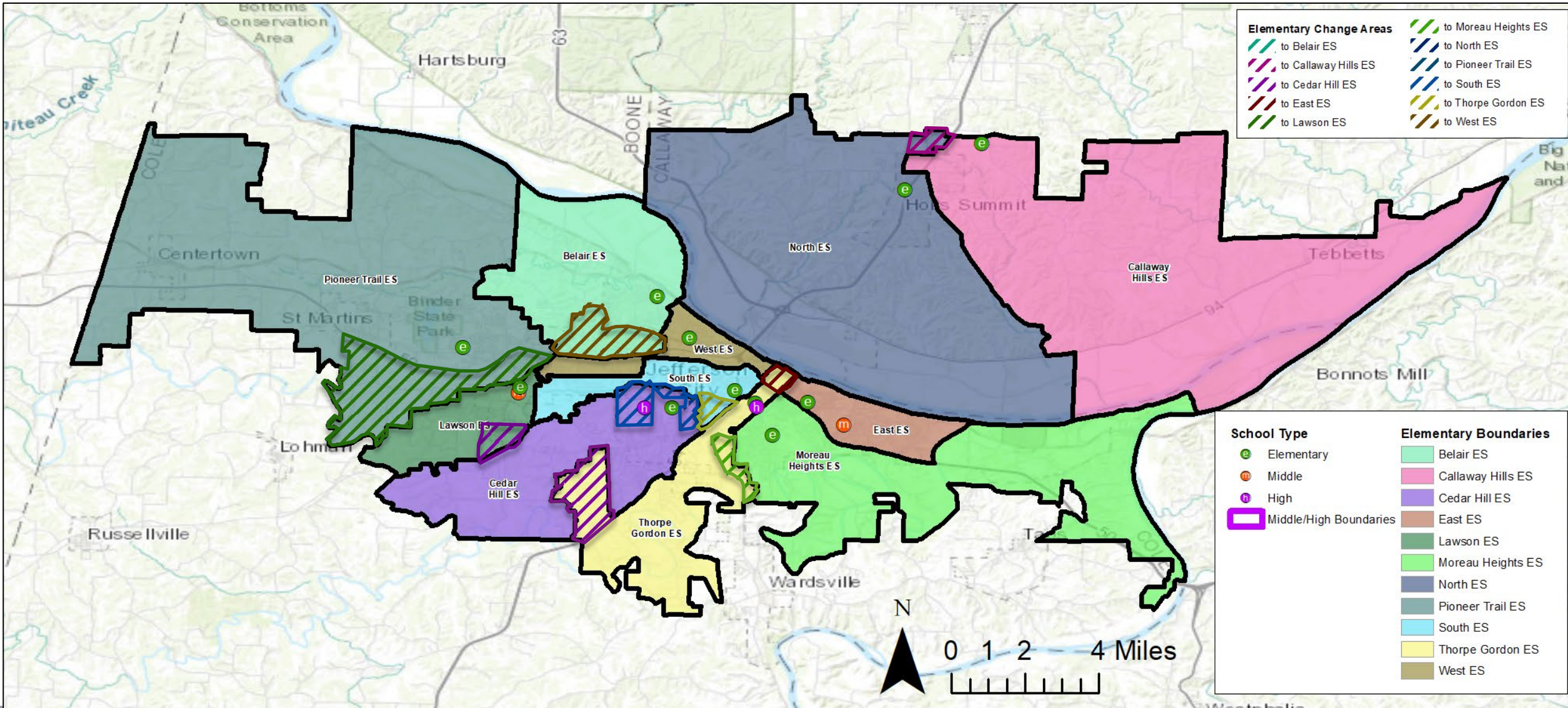
Feeder Chart	L&C MS	TJ MS
Belair ES	0%	100%
Callaway Hills ES	100%	0%
Cedar Hill ES	100%	0%
East ES	100%	0%
Lawson ES	0%	100%
Moreau Heights ES	100%	0%
North ES	100%	0%
Pioneer Trail ES	0%	100%
South ES	0%	100%
Thorpe Gordon ES	100%	0%
West ES	0%	100%

Students Moved	Total
Elementary	414
Middle	93
High	124

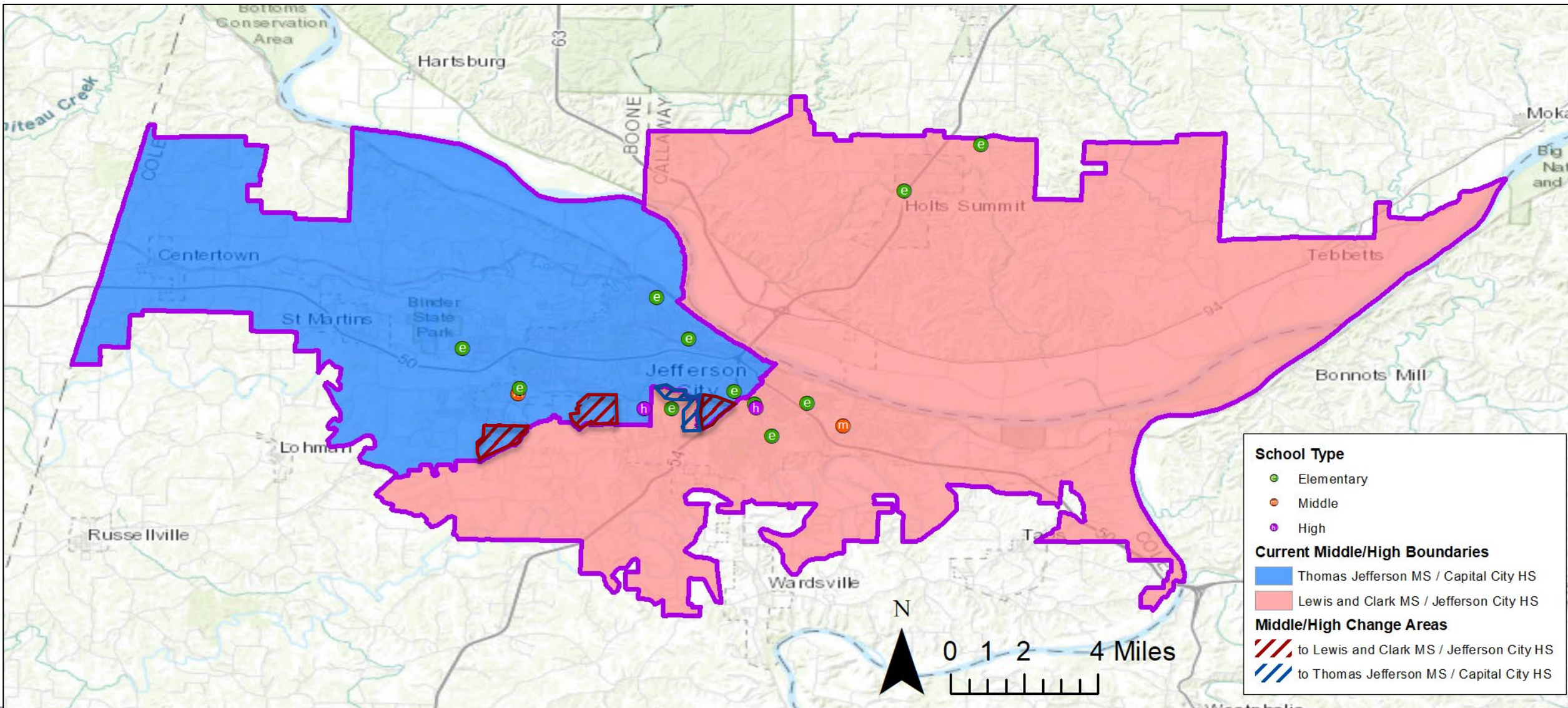
Scenario C				
School	Capacity	Enroll.	Utilization	Low SES %
Belair ES	431	376	87%	51%
Callaway Hills ES	298	256	86%	69%
Cedar Hill ES	429	393	92%	43%
East ES	387	280	72%	79%
Lawson ES	471	374	79%	59%
Moreau Heights ES	437	338	77%	60%
North ES	451	393	87%	41%
Pioneer Trail ES	538	422	78%	51%
South ES	340	284	84%	68%
Thorpe Gordon ES	340	235	69%	80%
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	1,944	1,917	99%	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%

► SCENARIO C

ELEMENTARY CHANGE AREAS



► SCENARIO C
SECONDARY CHANGE AREAS



▶ NEXT STEPS

- [New survey for community members](#)
- [The best way to view the scenarios is using the school locator](#)
 - Zoom in and out, pan over the entire district, see which attendance area your home falls within for each scenario
- Committee will reconvene in early January to review the feedback
 - Additional changes to the scenarios during this meeting are unlikely, but it is still a possibility
 - Purpose of this meeting is to review and summarize feedback for the Board to utilize while making their decision

Survey QR Code:



COOPERATIVE STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

THANK YOU
WE APPRECIATE YOUR TIME