

WHERE DO WE GO FROM HERE?

KCPS has identified Five KEY OBJECTIVES that are critical for the Kansas City community to achieve in order to begin addressing the challenges of our fragmented public education system. For each objective, we have also proposed several IDEAS or actions that could be taken. These are presented as “ideas” as they will require buy-in from other stakeholders in order to fully implement and achieve. We expect that stakeholder groups will propose revisions/additions to these ideas as we move forward.

Objective #1: Build awareness among key stakeholders about the challenges associated with the fragmented state of the Kansas City public education system

IDEA 1.1 KCPS to conduct meetings with local stakeholders to present system analysis data/findings/recommendations to raise awareness and begin discussions regarding opportunities to collaboratively address system challenges

IDEA 1.2 KCPS to develop communications materials that clearly lay out the state of the education landscape in KC by summarizing relevant data

IDEA 1.3 Conduct annual updates to the system analysis incorporating student and building level data for all schools

Objective #2: Reach consensus among key local and state stakeholders that KC needs a more coordinated, cohesive and sustainable system

Objective #3: Improve trust between KCPS, charter schools, and local community stakeholders

IDEA 3.1 Establish an Ed Collaboration office at KCPS to lead KCPS’ collaboration efforts and charter sponsor duties (est. April 2019)

IDEA 3.2 KCPS/charter schools explore interest in establishing a district/charter collaboration council and reach consensus on critical educational issues that need coordinated, comprehensive strategies (est. July 2019)

Objective #4: Establish expectations/framework for developing a more coordinated, cohesive system

IDEA 4.1 Charter schools/sponsors/KCPS identify a process for sharing best practices

IDEA 4.2 KCPS and community stakeholders explore development of a localized school performance framework (i.e., report card) for KCPS and KC charters

IDEA 4.3 Develop and regularly update a comprehensive multiyear plan for all public schools (projected demographic changes, criteria for new school openings or closings, etc.)

IDEA 4.4 DESE implements (or local players self-impose) a requirement for KCPS and sponsors to prepare an impact statement before approving any new/expanding schools

Objective #5: Local stakeholders provide cross-sector support/assistance necessary to improve educational outcomes and support the development of a stronger, equitable, sustainable education system (i.e. schools can’t do it alone)

IDEA 5.1 Multiple factors impact academic outcomes – health care, housing, public safety, transportation, employment opportunities. Explore interest in developing a network of community stakeholders committed to developing and implementing cross-sector strategies to improve educational outcomes and foster a stronger, equitable, sustainable education system

SYSTEM ANALYSIS

of the Kansas City Public Education Landscape

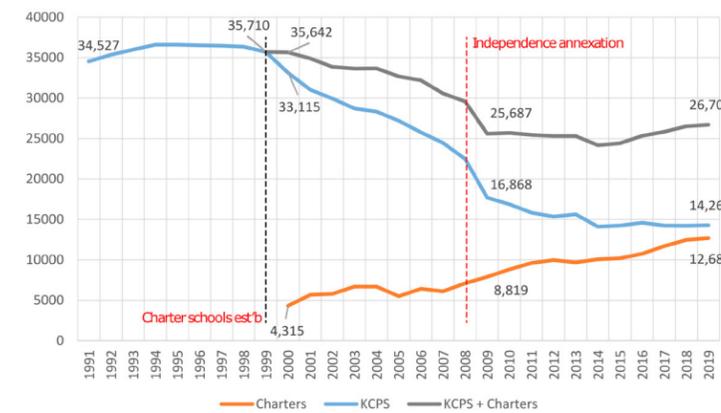
WHAT IS THE SYSTEM ANALYSIS?

The system analysis is a **data-driven review** of the current state of the public education system in Kansas City. The term “SYSTEM” refers to the traditional public school district (Kansas City Public Schools or KCPS) and charter schools operating within the boundaries of the school district.

We envision that the system analysis will inform, and guide collaboration and coordinated decision-making, and will result in better outcomes for all students. In the end, we want to ensure all children living within the KCPS boundaries have access to a **quality Pre-K through 12 educational experience** and graduate ready for college, career and life.

SYSTEM K-12 HISTORICAL ENROLLMENT

Overall System Enrollment 1991 – Today



SYSTEM HAS MANY SCHOOL OPTIONS

Compared to Similar-Sized Missouri Districts (in SY18)

KCPS/CHARTER SYSTEM

26,520 students

- 15 HIGH SCHOOL OPTIONS
- 23 MIDDLE SCHOOL OPTIONS
- 45 ELEMENTARY OPTIONS
- 5 CHARTER SPONSORS
- 22 CHARTER SCHOOL OPERATORS

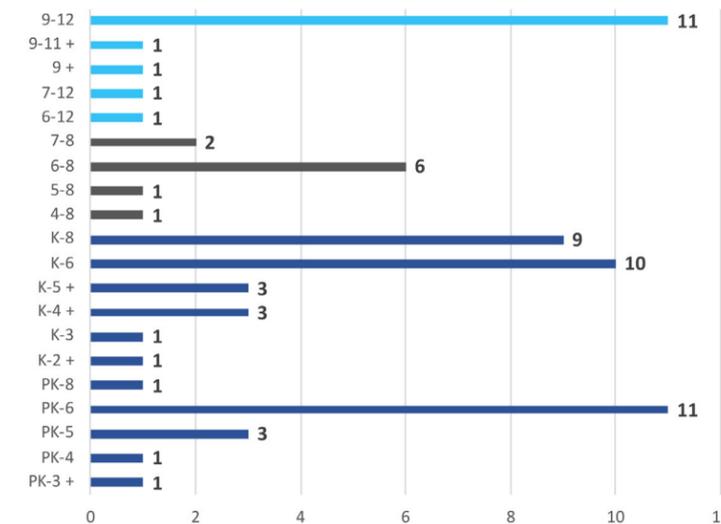
SPRINGFIELD MO PUBLIC SCHOOLS

25,780 students

- 5 HIGH SCHOOL OPTIONS
- 11 MIDDLE SCHOOL OPTIONS
- 37 ELEMENTARY OPTIONS

THE SYSTEM HAS 20 GRADE CONFIGURATIONS

SY18 Count of Schools by Grade Configuration



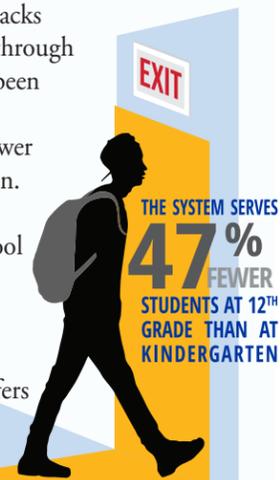
+ Schools that add an additional grade level each school year

STUDENTS ARE LEAVING THE SYSTEM

The system is not retaining students, especially in the high school grades.

The system has many school options, but lacks strong feeder patterns from Kindergarten through 12th grade. While system enrollment has been growing since SY14 (reversing decades of enrollment loss), the system serves 47% fewer students at 12th grade than at Kindergarten. The system experiences a significant decline in enrollment during the high school grades.

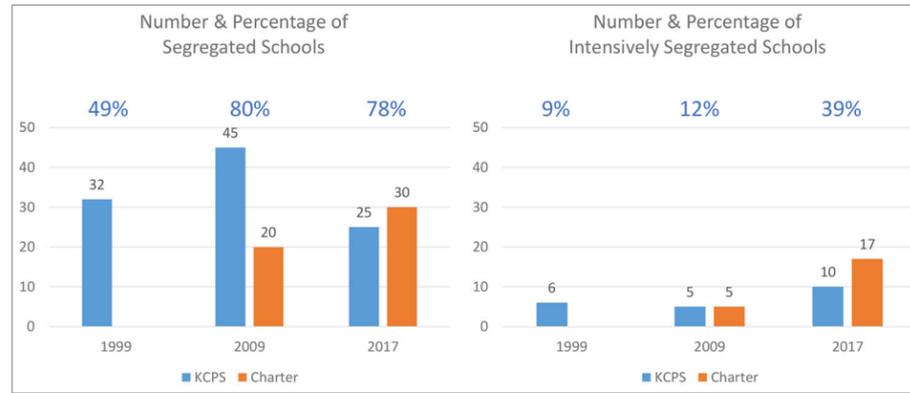
For example, SY18 12th grade enrollment declined 34% from SY15 9th grade. In addition, more than 25% of student transfers are to other traditional Missouri school districts within the KC metro.



SYSTEM IS BECOMING MORE DIVERSE BUT SCHOOLS ARE MORE ECONOMICALLY & RACIALLY SEGREGATED

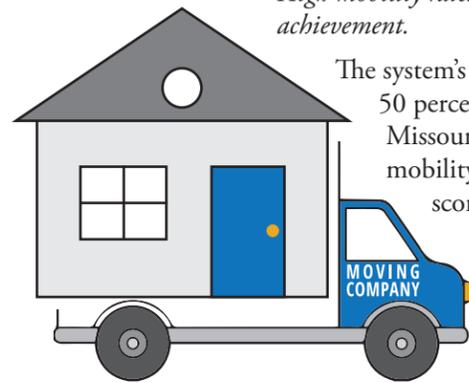
While system enrollment remains majority black (57%), Hispanic (27%) and white enrollment (10%) are increasing, creating a more diverse system overall. However, individual schools are becoming more segregated. In SY99, the year prior to charter schools being established in Kansas City, 49% of the schools were segregated and 9% intensively segregated. By 2017, 78% of schools were segregated and 39% were intensively segregated, and nearly half of all the white students enrolled in public education were concentrated in 1 of 7 schools.

Segregated Schools: More than 75% of children receive F/R Lunch and more than 75% are Black/Hispanic.
Intensively Segregated Schools: More than 90% F/R Lunch and Black/Hispanic. (GAO Report 2016 Logic/Definition)
1999 school counts do not include buildings later annexed by Independence.



MOBILITY IS AN ISSUE IN KANSAS CITY

High mobility rates within the system impact student achievement.

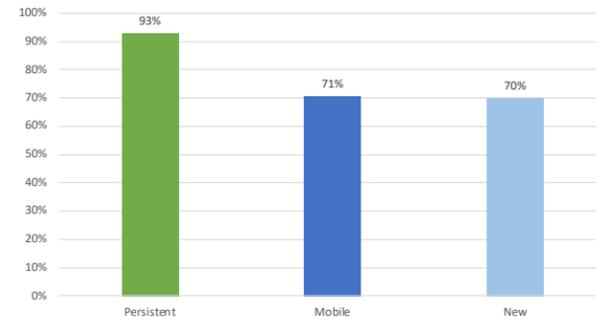


The system's mobility rate is nearly 50 percentage points higher than the Missouri state average. Frequent student mobility has a negative impact on ACT scores and graduation rates.

Student-level data for charter schools was not available to calculate mobility impact on graduation rates and ACT scores for charter schools.

MOBILITY IMPACTS GRAD RATES

SY16 & SY17 Graduation Rates for KCPS Students

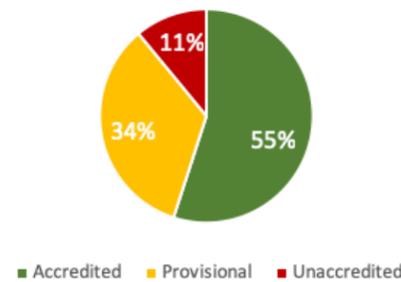
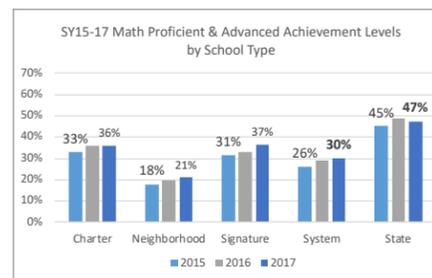
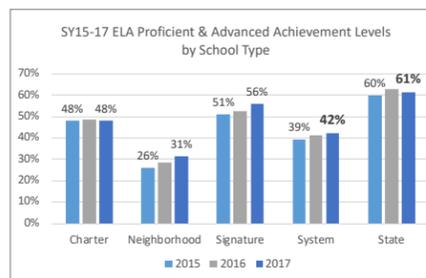


Persistent: Students enrolled at KCPS on count day every year 9th-12th
Mobile: Students enrolled at KCPS on count day in 9th and 12th, but not every year between
New: Students not enrolled at KCPS on count day in 9th, but enrolled on count day in 12th

DESPITE RECENT ACADEMIC GAINS, ONLY 55% OF STUDENTS ATTEND A FULLY ACCREDITED SCHOOL

The percentage of students attending a fully accredited school rose from 48% in SY15 to 55% in SY17. However, the percentage of students scoring in the Proficient/Advanced categories on state assessments is 19 percentage points lower than the state average and lags behind many surrounding school districts.

STUDENT ENROLLMENT BY ACCREDITATION STATUS



SCHOOLS ARE NOT WHERE THE STUDENTS LIVE

Currently, there is no coordinated decision-making or guidelines regarding where new schools are needed or can be established. Half of all public education seats are located in the Central and Southwest portions of the district, yet only 31% of students live in these areas. The Central area has 5,322 more seats than students living in the area, while the Southwest area has 3,650 more seats than students.

STUDENT NEEDS/CHALLENGES VARY FROM SCHOOL-TO-SCHOOL

The system's Limited English Proficient (LEP) percentage is more than seven times the Missouri state average. Within the system, most LEP students are concentrated in 1/3 of all schools.

KCPS has 14 schools with an Individual Education Program (IEP) rate higher than 15%. One charter school has an IEP rate higher than 15%.

THE FRAGMENTED SYSTEM HAS LED TO ECONOMIC INEFFICIENCIES

Economic inefficiencies of the KC system (KCPS + Charters) drive up the cost of administration and operations, leaving less money for instruction and extra-curricular activities.

A large number of school buildings operated by KCPS & Charter schools, with smaller enrollments on average, causes unintended prioritized spending in operational and administrative areas. This includes more resources required for principals and principal support as well as utilities, custodial and maintenance. Another area of significant spending is transportation.

The following provides a comparison of the KC system (KCPS + Charters) and Springfield, MO Public Schools, which serve approximately the same number of students.

2016-2017 OPERATING COSTS RELATED TO SCHOOL CHOICE



Cost of Building Administration

- KC System: \$23 million \$886/pupil
- Springfield: \$11.4 million \$458/pupil

On average, in the KC system there is one administrator for every 161 students
Springfield is at one administrator for every 293 students



Cost of Student Transportation

- KC System: \$28.8 million \$1,109/pupil
- Springfield: \$11.1 million \$446/pupil

KC system covers 67 square miles. Springfield system covers 300 square miles
Despite the smaller geographic area, KC system costs are higher due to redundant transportation systems



Cost of Facility Operations

- KC System: \$51.3 million \$2,038/pupil
- Springfield: \$22.9 million \$916/pupil

This includes utilities, custodial and maintenance costs
KC system costs are double the Springfield system due to more school buildings



Total Spend for K-12 Classroom Instruction

- KC System: \$117 million \$4,503/pupil
- Springfield: \$93 million \$3,743/pupil

KC system admin & operations costs are more than two times that of Springfield, however instruction is only 20% higher. This does not allow comparable robust options in the classroom, due to the higher number of schools and classrooms in the KC system

LACK OF CAPITAL FUNDING IS AN ISSUE FOR THE SYSTEM AS A WHOLE

KCPS and charter schools lack dedicated funding for capital needs.

KCPS is the only school district in the metro without a debt service levy and has not had a dedicated funding source for capital projects since the desegregation settlement almost 30 years ago. In addition, charter schools lack the ability to issue general obligation bonds and must find alternative sources for capital. KCPS' deferred maintenance/facility improvement needs total an estimated \$450 million (SY15). This does not include charter schools' facility needs as no comprehensive facility assessment has been done for the entire system. KCPS is developing a 10-year general obligation bond plan (requires a debt service levy) that would begin to address capital needs.

KCPS & CHARTER SCHOOLS LACK DEDICATED CAPITAL FUNDING

District	Incidental	Teachers	Capital Projects	Debt Service	Total Property Tax Levy
Kansas City 33	\$4.9599	\$0.00	\$0.00	\$0.00	\$4.9599
Grandview C-4	\$5.0047	\$0.00	\$0.00	\$0.8000	\$5.8047
Park Hill	\$4.6128	\$0.00	\$0.1800	\$0.6107	\$5.4035
Raytown C-2	\$5.1251	\$0.00	\$0.00	\$1.1949	\$6.3200
Lee's Summit R-VII	\$4.8757	\$0.00	\$0.0500	\$1.0700	\$5.9957
North Kansas City 74	\$2.7684	\$2.2400	\$0.1300	\$1.2900	\$6.4284
Independence 30	\$4.6700	\$0.00	\$0.00	\$1.2430	\$5.9130
Liberty 53	\$4.7943	\$0.00	\$0.3600	\$1.3007	\$6.4550
Blue Springs R-IV	\$4.5259	\$0.00	\$0.00	\$1.2027	\$5.7286
City of St. Louis	\$4.5000	\$0.00	\$0.00	\$0.6211	\$5.1211
Ferguson-Florissant	\$2.2499	\$2.9900	\$0.00	\$0.3000	\$5.5399
Maplewood-Richmond Heights	\$4.6996	\$0.00	\$0.1000	\$1.3500	\$6.1496
Average of comparison schools	\$4.3989	\$0.4358	\$0.0683	\$0.9153	\$5.8183
Missouri average	\$3.4119	\$0.1312	\$0.0810	\$0.4858	\$4.1099