



Nonprofit financial and real estate resources  
**Where nonprofits come first**

## Putting Performance on the Map

Locating Quality Schools  
in the Kansas City, Missouri  
School District





# Agenda

I. About IFF

II. Our Methodology

III. Analysis and Results

IV. Action Steps



## Background

- Nonprofit community development financial institution, founded in 1988, with over \$175 million in assets.
- Finances real estate, equipment and vehicles for nonprofit agencies serving low-income communities.
- Has provided 808 loans for a total of nearly \$290 million, reaching 1.9 million people and leveraging more than \$850 million in capital investment.
- Serves Missouri, Illinois, Indiana, Iowa, and Wisconsin.
- Offices in Chicago, St. Louis, Milwaukee and Springfield (IL).
- In Missouri, \$24.8 million in closed loans, (\$4.3 million in KC area)



# Our Business Units

## Loan Program

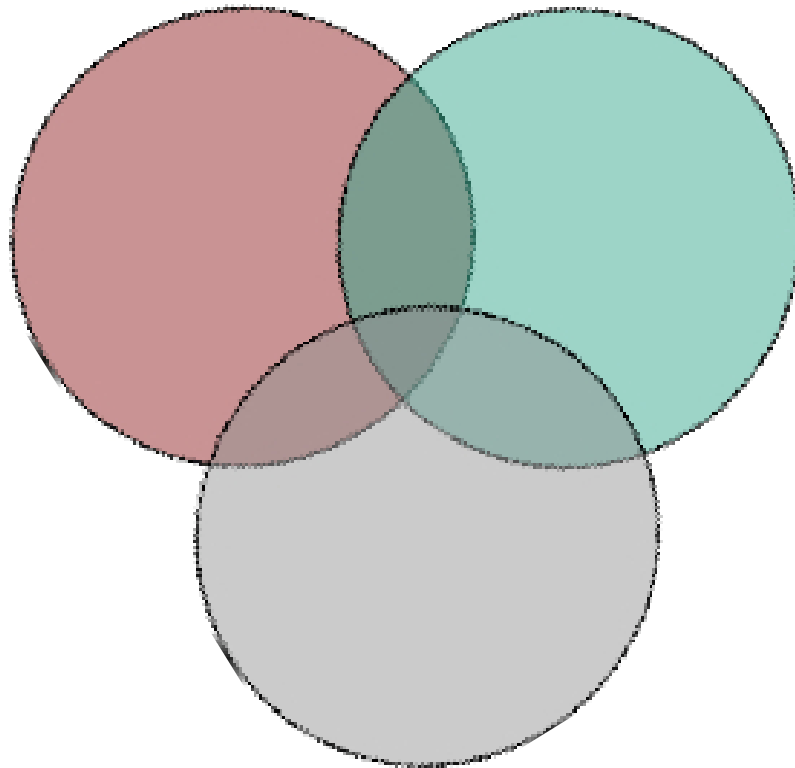
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- Accessible capital for nonprofits
- Tailored solutions for community facilities
- 15-year loans up to \$1.5 million

## Real Estate Services

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- Affordable facilities planning and project management
- Effective community development



## Public Policy & Research

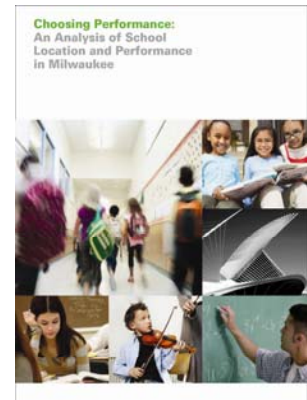
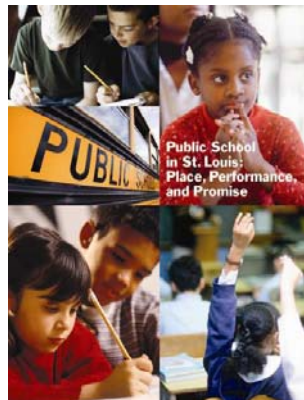
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- Community investment analysis
- Nonprofit financial health studies
- Public policy development



# Research Program

- Provide hard data and expert analysis needed to make informed public policy and resource allocation decisions that affect the nonprofit sector.
  - Qualitative or quantitative
  - Local, regional or statewide
  - Extensive performing schools analyses





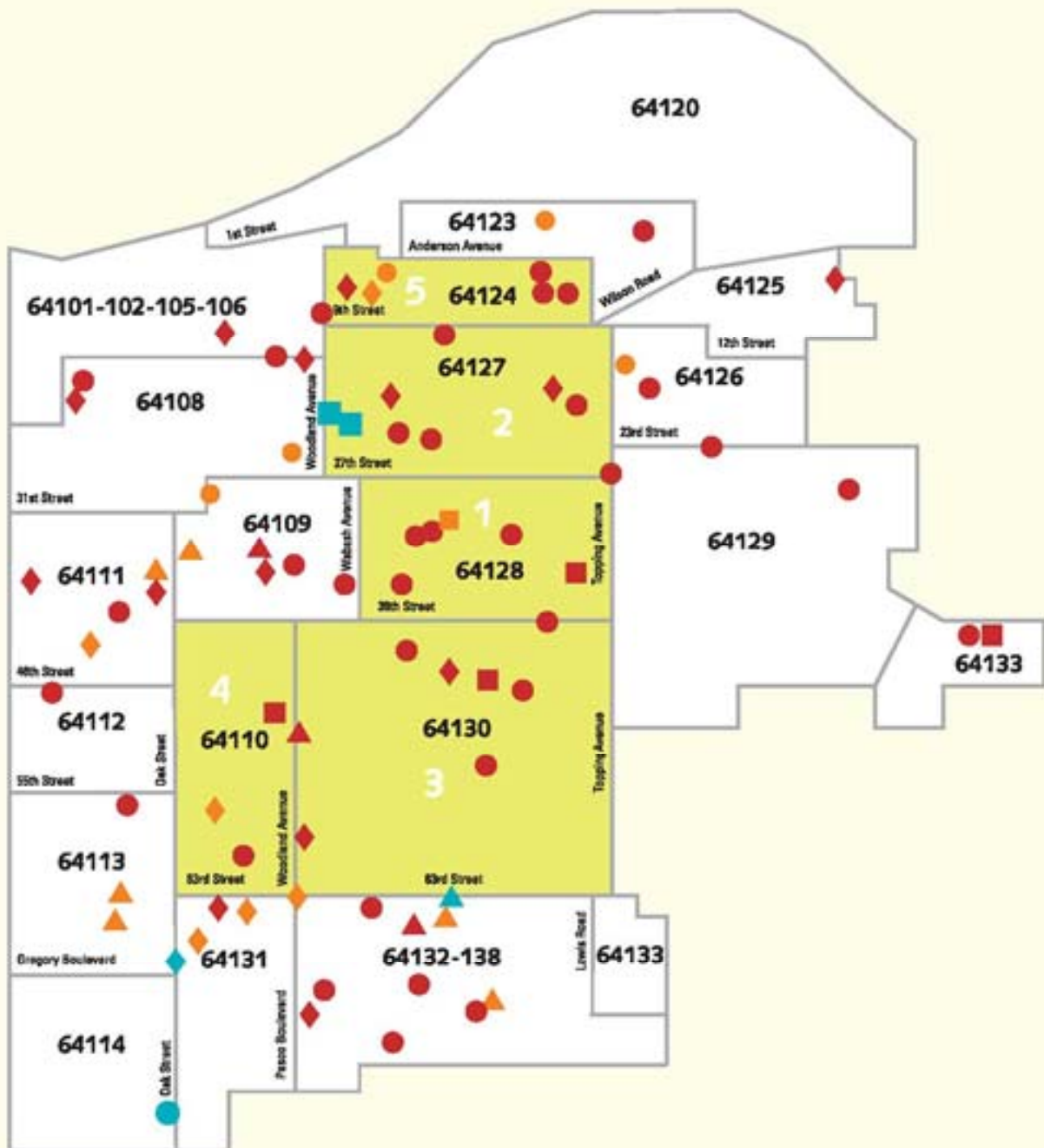
## Study Objectives

- Identify neighborhood areas in KCMUSD with the greatest need for performing schools.
- Identify higher performing KCMUSD and charter schools.
- Determine how many children can be served by the higher performing schools.
- Use maps to highlight concentrations of geographic need and determine priority areas for action.
- Review the KCMUSD transformation plan and determine impact on IFF data.



# The Big Picture Finding

**KCMSD needs 10,000-15,000 performing seats**



**More than 80% of the need is in 5 zip codes**



## Methodology In Brief

- Collect data on school enrollment and demographics of school-age children (demand).
- Collect data on school performance and capacity of buildings (supply).
- Identify schools performing at state standard on MAP (Level I).
  - 51% in Communication Arts
  - 45% in Mathematics
- Identify schools performing at least at 50 and 75 percent of state standard (Level II and Level III).
  - 38.25% in Comm. Arts, 33.75% in Math
  - 25.5% in Comm. Arts, 22.5% in Math





## Methodology In Brief (cont'd)

- Compare the capacity of Level I-III schools with the number of children enrolled in KCMSD.
  - Current Enrollment service level
- Compare the capacity of Level I-III schools with the estimated number of school-age children.
  - Potential Enrollment service level
- Determine the number of seats required for all KCMSD students and school-age children to be enrolled in a performing school.
  - Current and Potential Enrollment service gaps



## Methodology In Brief (cont'd)

- Analyze data both District-wide and at the zip code level.
- Rank zip code areas from 1 to 20, with 1 having the highest need for performing schools.
  - Based on a weighted average of service levels and gaps for both Current and Potential Enrollment
- Map the results to highlight the geographic need in KCMUSD.
- Develop detailed profiles of each zip code area.



## Overview of KCMSD

- In 2008-2009, there were an estimated 35,337 children between 4 and 17 years old residing in the district.
- In 2008-2009, 17,517 of these school-age children (49.6%) were enrolled in 59 KCMSD schools.
- An additional 8,487 children (24%) were enrolled in 24 charter schools.
- A total of 26,004 children were enrolled in all public schools.



## District-wide Findings

- 4 of 59 KCMUSD schools met state standards.
- These schools provided 2,704 seats of performing capacity, or enough to serve 15.4% of the 17,517 students enrolled in KCMUSD schools.
- Another 12 schools met between 50 and 99% of state standard (6,534 more seats, for a total of 9,238), or enough to serve 52.7% of all KCMUSD students.
- To serve all KCMUSD students, the District needs 8,279 more seats in performing schools.



## Charter Schools Findings

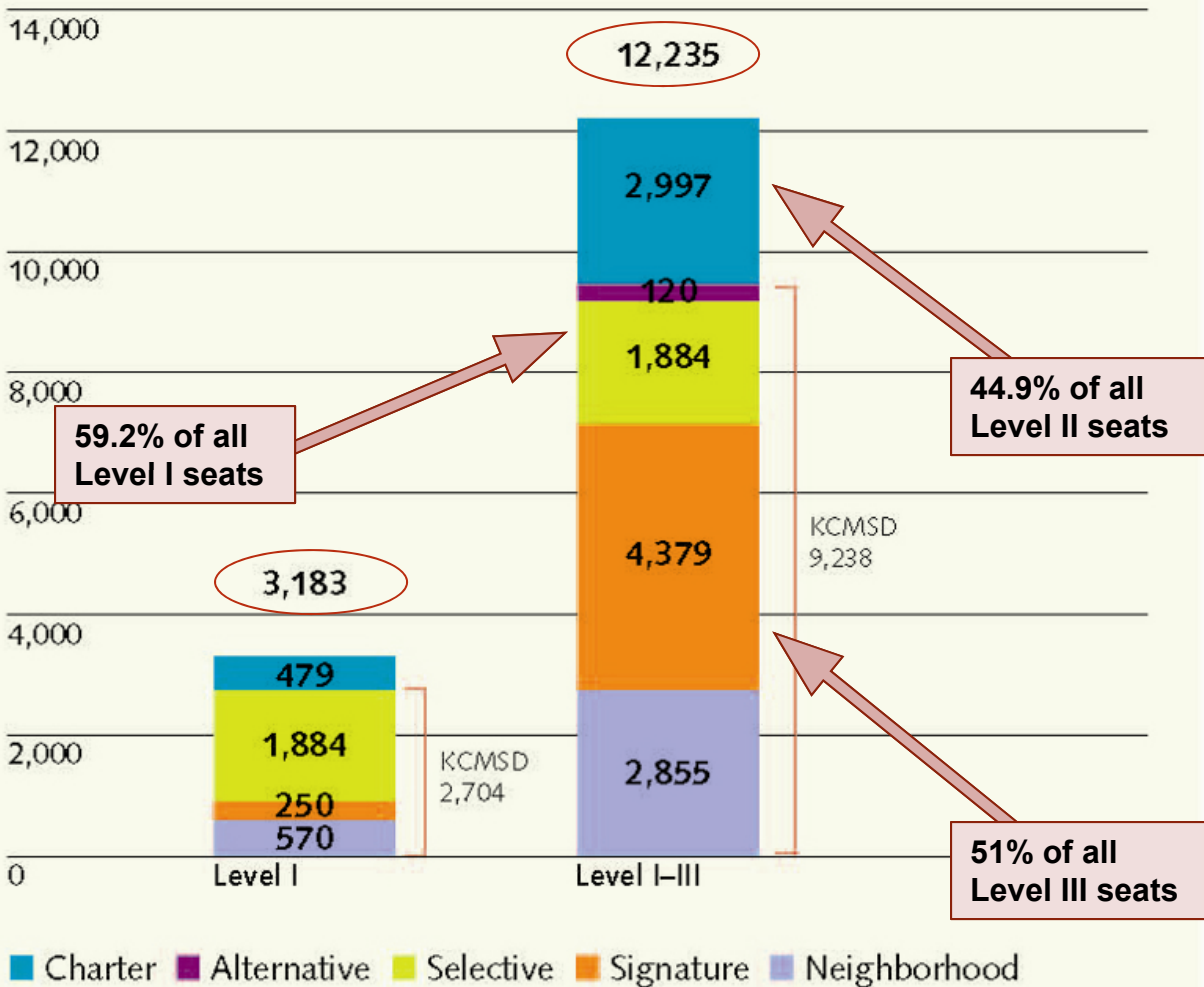
- Of 24 charter schools, 1 met the state standard and can serve 479 students.
- Another 8 charter schools perform at 50% of state standard or higher and serve 2,518 more students, for a total of 2,997.
- KCMUSD and charter schools that met 50% of the state standard or higher can serve:
  - 47.1% of all KCMUSD and charter students.
  - 34.6% of all school-age children.



# District-Wide: Level I-III Capacity

**Figure 6**

2008-2009 District-wide Level I and Level I-III Capacity by School Type



**\* 65.8% of all Level IV seats are neighborhood schools**

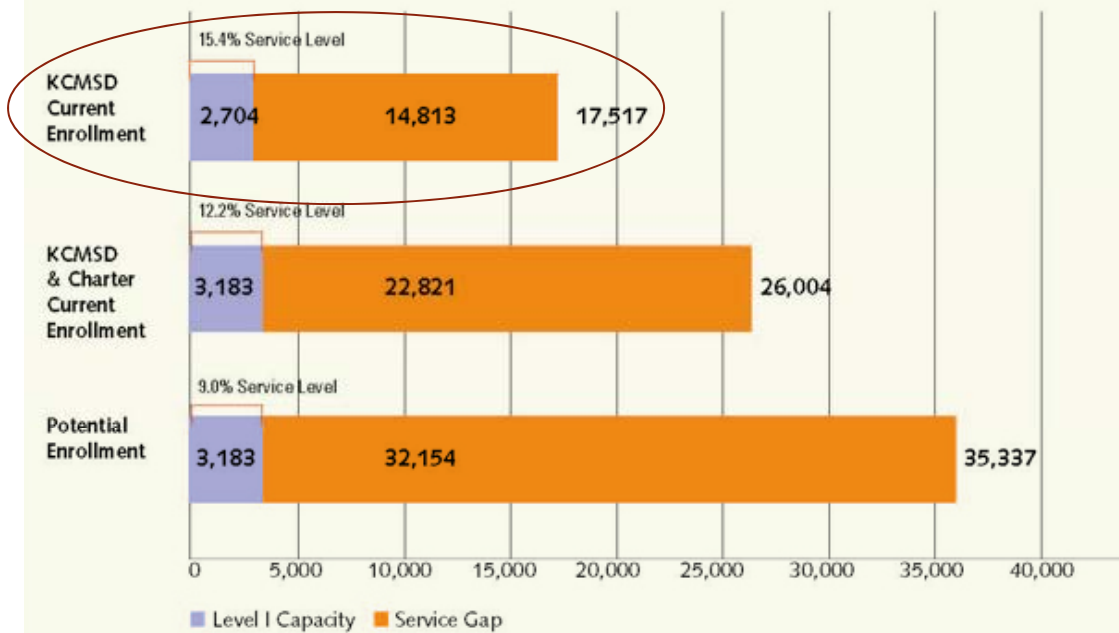


# District-Wide: Level I Capacity

## Level I Capacity

Figure 7

2008-2009 District-wide Level I Capacity by School Type, Service Level, and Service Gap Compared to Current Enrollment and Potential Enrollment





# District-Wide: Level II-III Capacity

## Level I-III Capacity

Figure 8

2008-2009 District-wide Level I-III Capacity by School Type, Service Level, and Service Gap Compared to Current Enrollment and Potential Enrollment

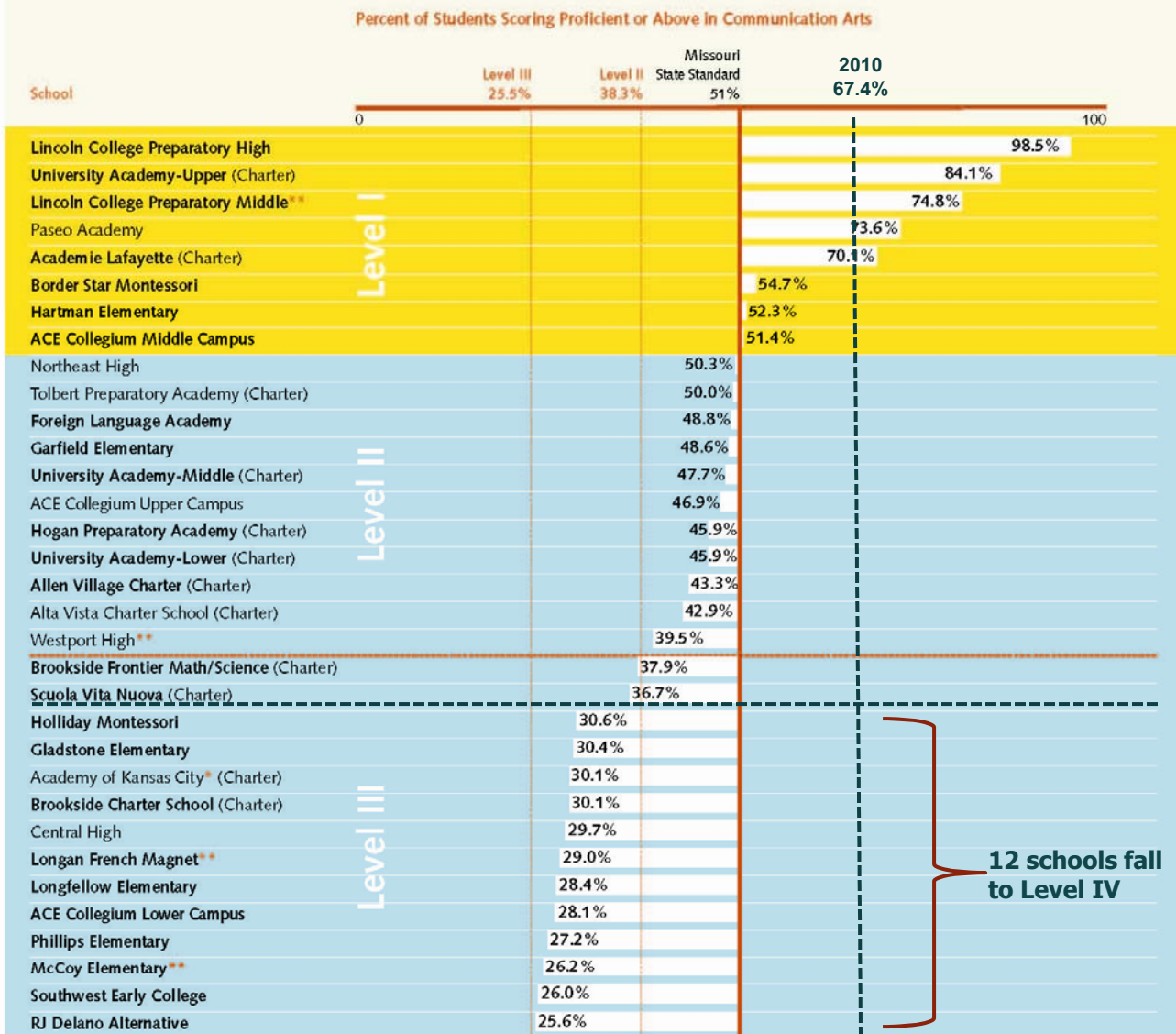






# Comm. Arts Performance

**Figure 2**  
Percent of Students Proficient or Above on 2008–2009 MAP in Communication Arts by Performance Level Criteria and Relative to the Missouri State Standard



\*School closed at the end of the 2008–2009 school year.

\*\*School closed, moved, or restructured at the end of the 2009–2010 school year.

Schools in bold reached at Levels I–III in both Communication Arts and Mathematics.

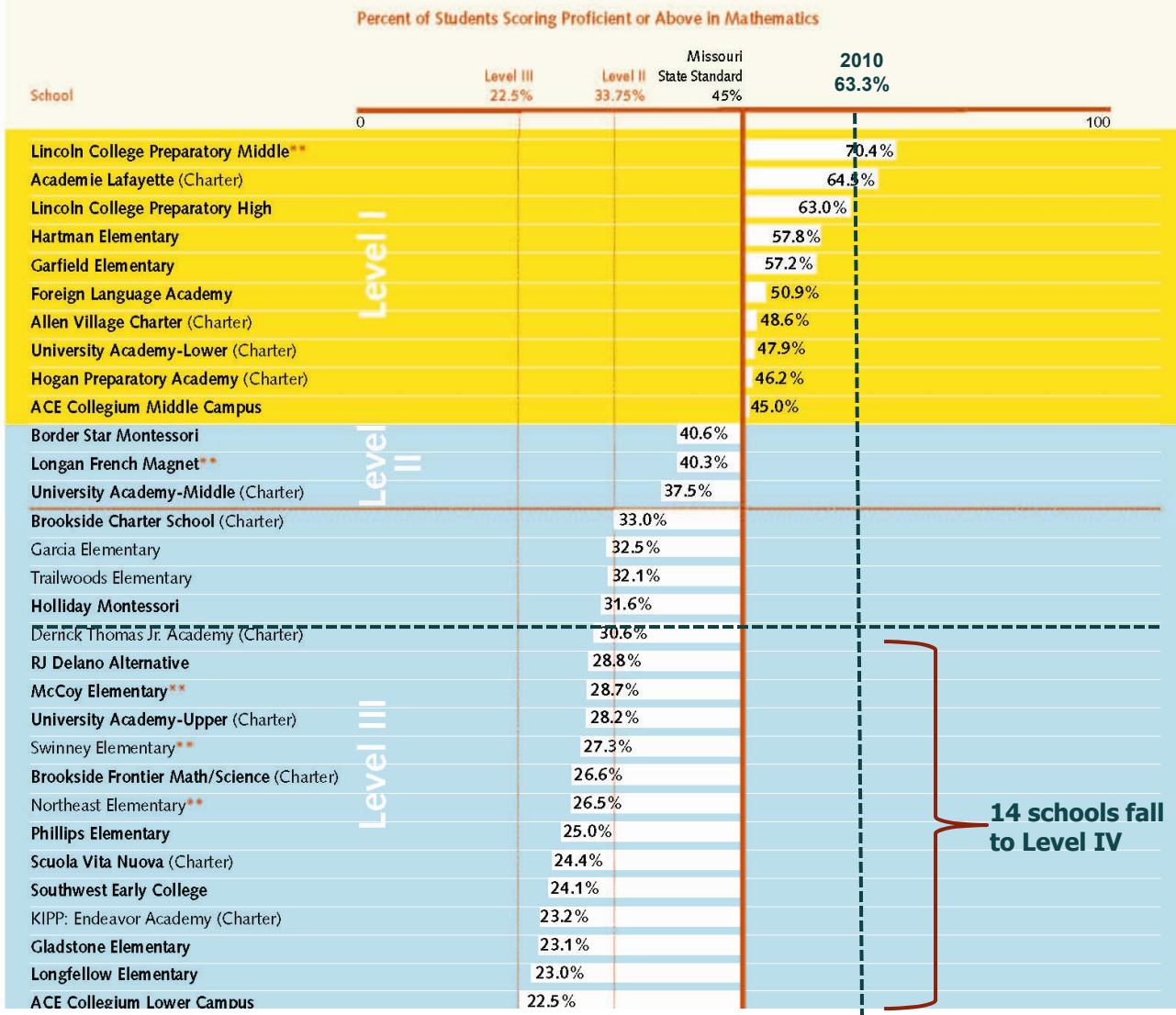
Southeast High School at Manual is not included on this list because in 2008–2009 it enrolled students in grades 11–12, and MAP exams test students through grade 10.



# Math Performance

**Figure 3**

Percent of Students Proficient or Above on 2008–2009 MAP in Mathematics by Performance Level Criteria and Relative to the Missouri State Standard



\*School closed at the end of the 2008–2009 school year.

\*\*School closed, moved, or restructured at the end of the 2009–2010 school year.

Schools in bold reached at Levels I–III in both Communication Arts and Mathematics.

Southeast High School at Manual is not included on this list because in 2008–2009 it enrolled students in grades 11–12, and MAP exams test students through grade 10.



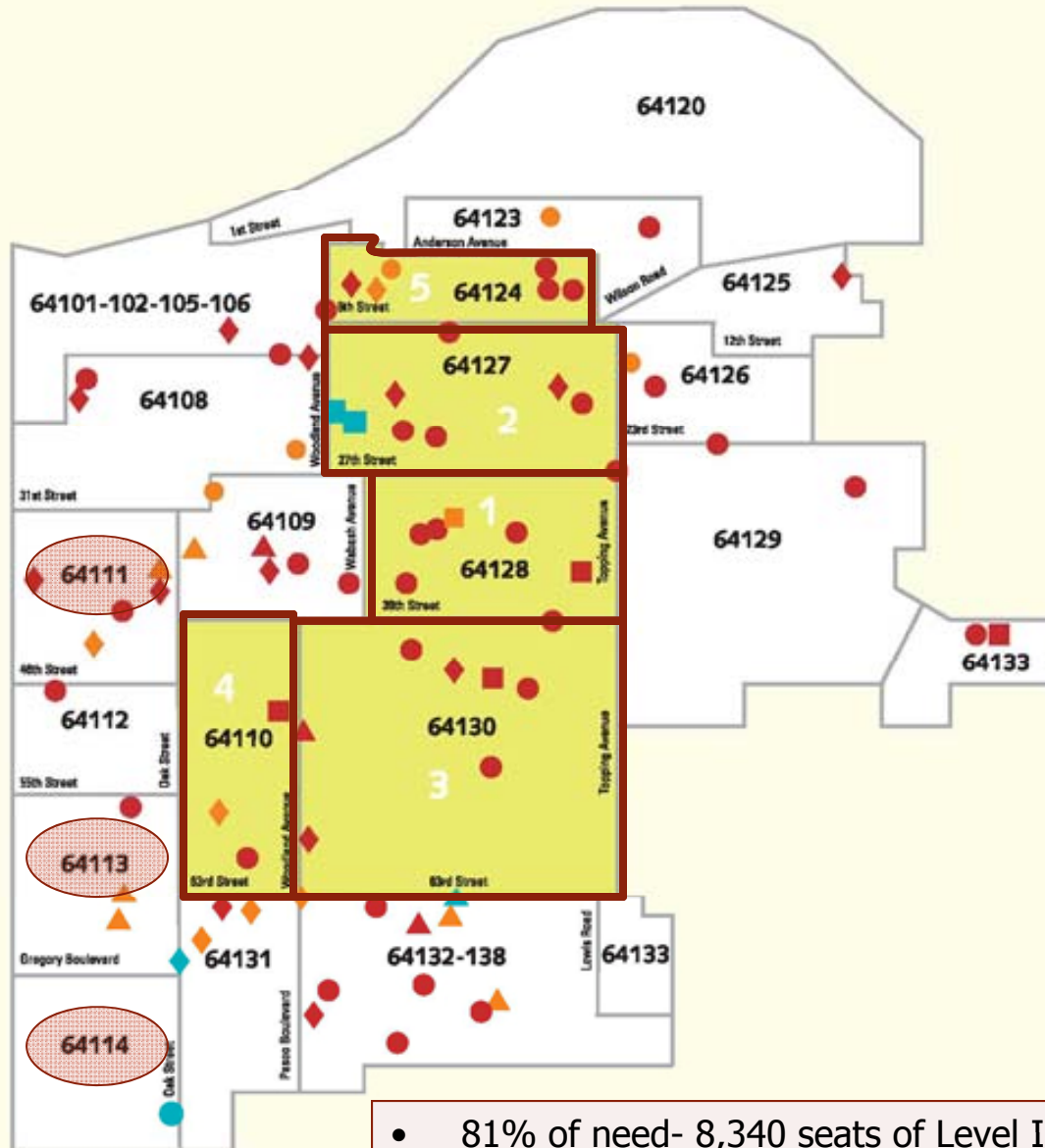
## Zip Code Analysis Findings

- There are 42 KCMSD neighborhood schools with designated attendance areas, of which 1 elementary school is performing at state standard.
- There are 10 signature schools that enroll students from all over the district, 1 of which is performing at state standard.
- There are 3 selective schools and 4 alternative schools that are not included in the zip code analysis.
- No non-selective high schools performed at state standards.
- Considering only non-selective schools, KCMSD needs 10,283 performing seats to serve current students.



# Zip Code Analysis: Top 5 Zip Codes

Map 7: Top 5 Zip Codes in Need of Performing Schools, 2008-2009



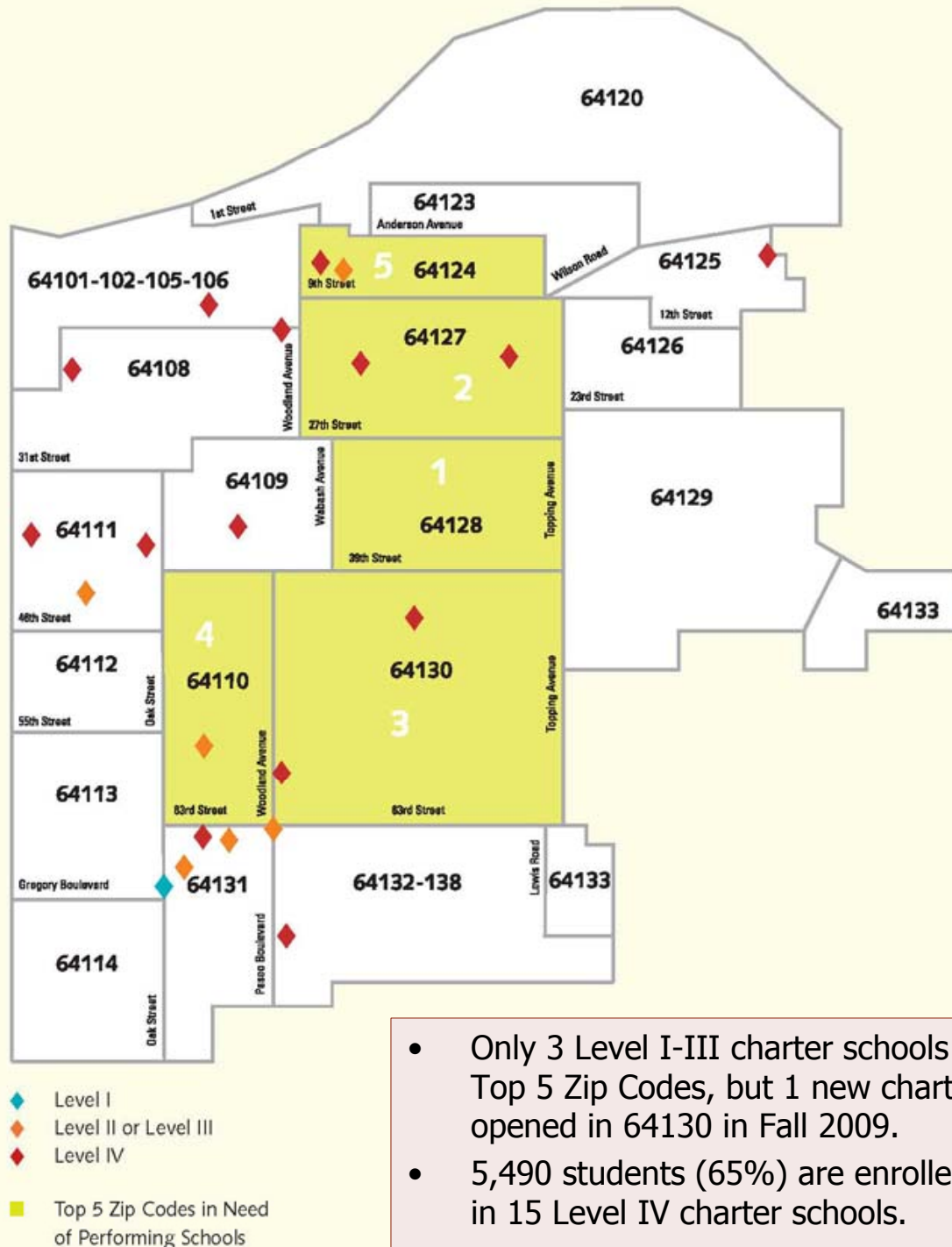
- Neighborhood
- △ Signature
- Selective and Alternative
- ◇ Charter
- Level I
- Level II or Level III
- Level IV
- Top 5 Zip Codes in Need of Performing Schools

- 81% of need- 8,340 seats of Level I-III capacity- is in Top 5 Zip Codes.
- 55% of KCMUSD students (9,556) reside in these zip codes.
- No Level I KCMUSD non-selective schools in these zip codes.
- Oversupply of 1,689 Level I-III KCMUSD seats in 3 western zip codes.



# Charters in Top 5 Zip Codes

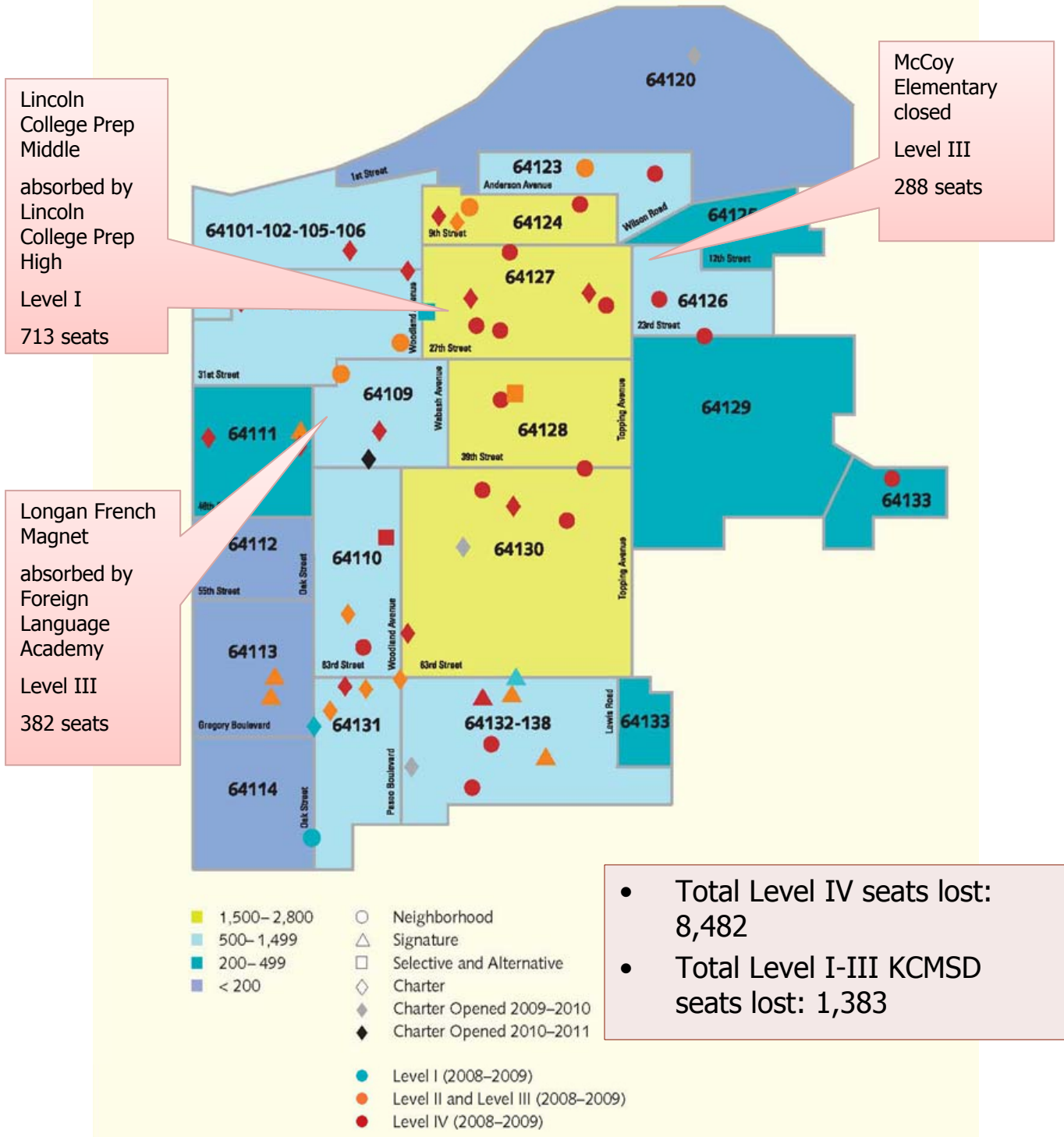
Map 8: 2008-2009 Charter Schools by Performance Level with Top 5 High-Need Zip Codes





# Impact of *Transforming the KCMSD*

Map 9: 2010-2011 KCMSD and Charter Schools with Estimated Number of School-Age Children Attending a KCMSD School in 2008-2009





## Review of Key Findings

- KCMUSD schools performing at state standard can serve 15.4% of KCMUSD students.
- KCMUSD schools performing from 50% or more of state standard can serve 52.7% of KCMUSD students.
- 81% of the need for performing schools is in 5 zip codes--64128, 64127, 64130, 64110, and 64124--where the majority of KCMUSD students reside.
- There are no non-selective high schools that meet state standards.
- The majority of charter school students attend schools that did not meet even 50% of the state standard.
- The District's school restructuring plan closed or consolidated among the worst performing schools; however, it also created a loss of 1,383 seats in several better performing schools.



## Action Steps

- Target reform and resources to 5 areas with the highest need.
- Fill empty seats in Level I-III schools and take advantage of restructured selective schools.
- Close or improve underperforming charter schools.
- Coordinate/open high-performing new charter schools to reflect neighborhood needs.
- Use excess public school building stock to attract local and national charter school operators – with proven records – to specific neighborhoods.





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