



Elementary Proposed Zoning Recommendation

Zoning Team

Board of Education

December 12, 2023

RSP & Associates

Quick Facts:

Founded in 2003

Professional educational planning firm

Expertise in multiple disciplines

Over 20 years of planning experience

Over 80 years of education experience

Over 20 years of GIS experience

Projection accuracy of 97% or greater

Planning Team:

Robert Schwarz, CEO

Military, County, City, and School District Planner

University of Kansas – Master of Urban Planning (MUP)

American Institute of Certified Planners (AICP)

Certified Educational Facility Planner (CEFP)

Ginna Wallace, Planner

University of Kansas – Master of Urban Planning (MUP)

American Institute of Certified Planners (AICP)

RSP's work with CMCSS:

- ☐ Enrollment Analysis in 2021/22
- ☐ Secondary Boundary Analysis in 2021/22
- ☐ Enrollment Analysis in 2022/23
- ☐ Elementary Boundary Analysis in 2023/24



RSP Recent Projects:

Rutherford County Schools, TN

- Enrollment Analysis, 2022/23
- Boundary Analysis, 2022/23
- Facility Capacity Analysis, 2022/23

Omaha Public Schools, NE

- Enrollment Analysis, 2022/23

Oklahoma City Public Schools, OK

- Enrollment Analysis, 2022/23

Company was started with the desire and commitment to assist school districts in long-range planning. RSP has served over **130** clients in:

- | | |
|-------------|----------------|
| • Arkansas | • Nebraska |
| • Colorado | • North Dakota |
| • Iowa | • Oklahoma |
| • Illinois | • South Dakota |
| • Kansas | • Tennessee |
| • Minnesota | • Wisconsin |
| • Missouri | |



Meeting Agenda

Part 1: Creating the Foundation

- ☐ Enrollment Analysis Overview

Part 2: Boundary Process

- ☐ Guiding Principles and Boundary Criteria
- ☐ Task at Hand and Current Challenges
- ☐ Zoning Team Recap
- ☐ Public Input Overview

Part 3: Proposed Zoning Team Recommendation

- ☐ Proposed Zoning Map
- ☐ Proposed Enrollment Projection
- ☐ Proposed Zoning Analysis Tables

Part 4: Next Steps

Clarksville Montgomery County Boundary Process Timeline



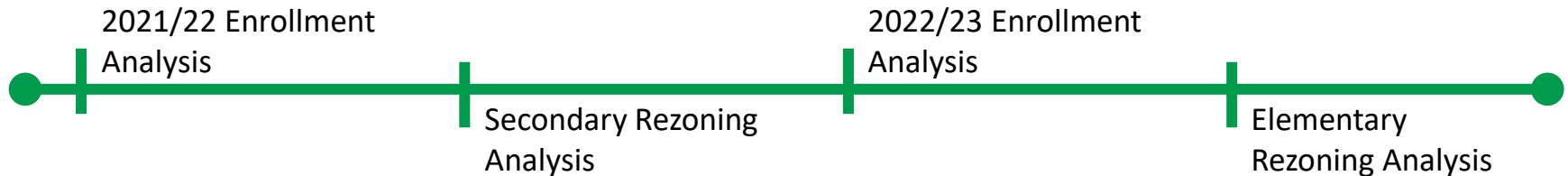
Updated 12/05/2023

Project Timeline: August 2023 – January 2024

In-Person	Zoning Team Meeting #1	✓	September 7, 2023 (9AM)
Zoom	Zoning Team Meeting #2	✓	September 26, 2023 (10AM)
In-Person	Zoning Team Meeting #3	✓	October 17, 2023 (10AM)
Zoom	Zoning Team Meeting #4	✓	October 31, 2023 (10AM)
Zoom	Zoning Team Meeting #5	✓	November 8, 2023 (10AM)
Zoom	Informal Public Session #1	✓	November 14, 2023 (6PM)
Zoom	Informal Public Session #2	✓	November 16, 2023 (6PM)
Zoom	Zoning Team Meeting #6	✓	November 21, 2023 (10AM)
Zoom	Informal Public Session #3	✓	November 27, 2023 (6PM)
Zoom	Zoning Team Meeting #7	✓	December 5, 2023 (3PM)
In-Person	BOE Meeting #1 (First Read)		December 12, 2023 (6PM)
In-Person	Formal Public Hearing		January 2, 2024 (6PM)
Zoom	BOE Meeting #3 (Vote)		January 16, 2024 (6PM)

Part 1: Creating the Foundation

CMCSS & RSP Partnership



Fast Facts:

- RSP began working with CMCSS in 2021
- The 2021/22 Enrollment Analysis was 99.5% accurate projecting student for the 2022/23 school year:
 - At Elementary Level: 98.4%
 - At Middle School Level: 99.4%
 - At High School Level: 99.5%

Planning Areas Map

Clarksville-Montgomery County School System
Planning Areas



Elementary Schools

- 1 Barkers Mill
- 2 Barksdale
- 3 Burt *
- 4 Byrns L. Darden
- 5 Carmel
- 6 Cumberland Heights
- 7 East Montgomery
- 8 Glenellen
- 9 Hazelwood
- 10 Kenwood
- 11 Kirkwood
- 12 Liberty
- 13 Minglewood
- 14 Montgomery Central
- 15 Moore
- 16 Norman Smith
- 17 Northeast
- 18 Oakland
- 19 Pisgah
- 20 Ringgold
- 21 Rossvie
- 22 Sango
- 23 St. Bethlehem *
- 24 West Creek
- 25 Woodlawn

Middle Schools

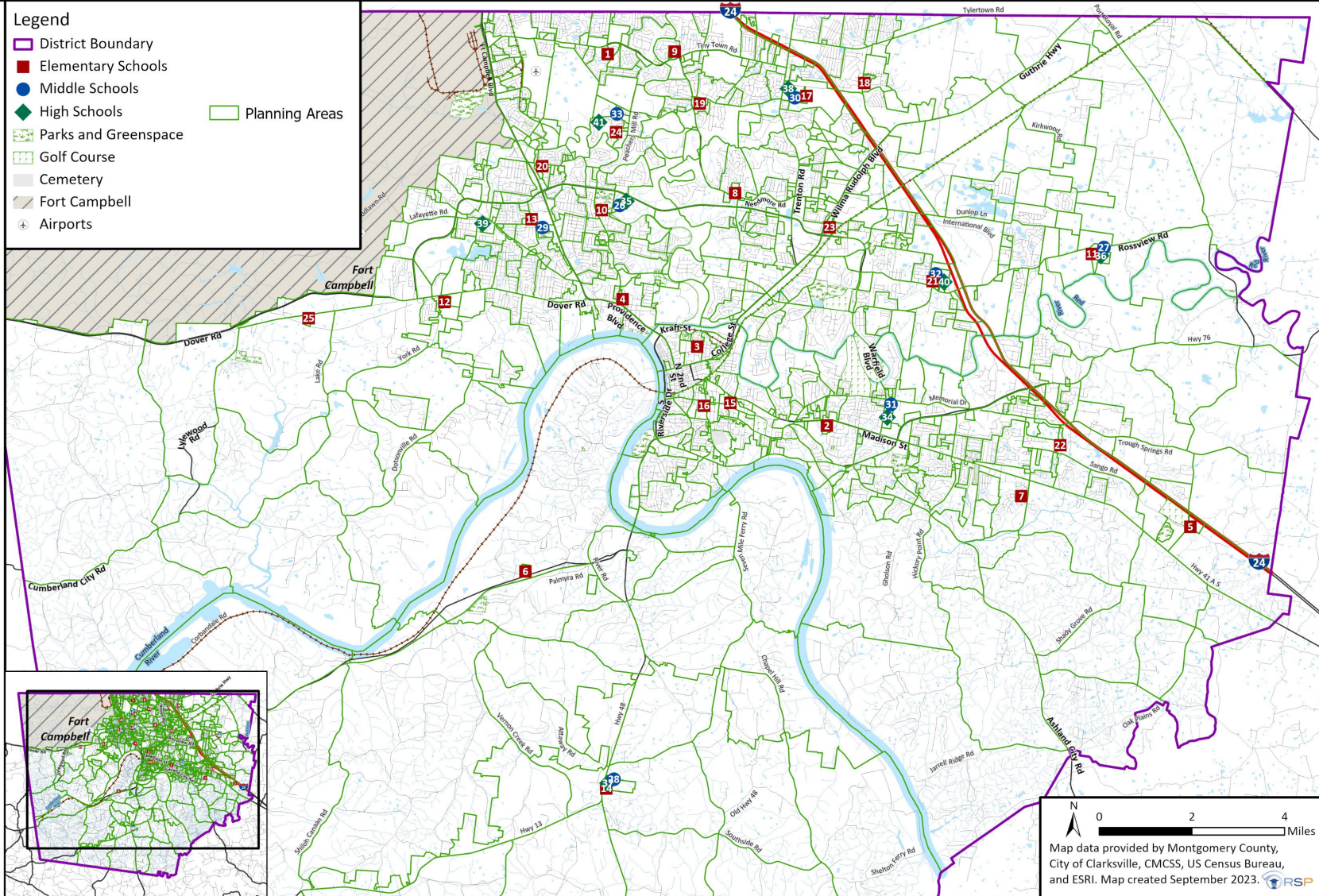
- 26 Kenwood
- 27 Kirkwood
- 28 Montgomery Central
- 29 New Providence
- 30 Northeast
- 31 Richview
- 32 Rossvie
- 33 West Creek

High Schools

- 34 Clarksville
- 35 Kenwood
- 36 Kirkwood
- 37 Montgomery Central
- 38 Northeast
- 39 Northwest
- 40 Rossvie
- 41 West Creek

Legend

- District Boundary
- Elementary Schools
- Middle Schools
- ◆ High Schools
- Parks and Greenspace
- Golf Course
- Cemetery
- Fort Campbell
- ✈ Airports
- Planning Areas



N
0 2 4 Miles
Map data provided by Montgomery County, City of Clarksville, CMCS, US Census Bureau, and ESRI. Map created September 2023.

Past Enrollment by Grade

TENNESSEE SCHOOL DISTRICT - Dept of Education

Enrollment By Grade

Year	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	PK-12		
															Total	Change	% Change
2015/16	542	2,668	2,641	2,699	2,687	2,626	2,520	2,252	2,258	2,397	2,426	2,352	2,108	2,097	32,273		
2016/17	588	2,805	2,758	2,645	2,781	2,690	2,625	2,572	2,289	2,335	2,634	2,337	2,305	2,168	33,532	1,259	3.9%
2017/18	561	2,918	2,913	2,775	2,738	2,858	2,783	2,710	2,674	2,386	2,537	2,478	2,307	2,339	34,977	1,445	4.3%
2018/19	571	2,845	2,959	2,799	2,744	2,727	2,862	2,817	2,729	2,667	2,664	2,341	2,350	2,369	35,444	467	1.3%
2019/20	725	3,079	2,845	2,970	2,815	2,839	2,801	2,955	2,843	2,820	2,945	2,417	2,210	2,446	36,710	1,266	3.6%
2020/21	682	2,722	2,999	2,767	2,900	2,788	2,798	2,813	2,929	2,921	3,102	2,687	2,263	2,329	36,700	-10	0.0%
2021/22	644	3,055	2,906	3,017	2,870	2,934	2,833	2,843	2,844	2,951	3,261	2,821	2,451	2,363	37,793	1,093	3.0%
2022/23	832	2,972	3,190	2,930	3,092	2,945	2,989	2,868	2,856	2,863	3,318	2,863	2,578	2,607	38,903	1,110	2.9%

Source: Tennessee Department of Education and CMCSS Public Schools (2015/16 to 2022/23)

Observations:

- Largest K-12 class in 2022/23 – 9th Grade with 3,318 students
- Smallest K-12 class in 2022/23 – 11th Grade with 2,578 students
- Graduating senior class is smaller than the incoming Kindergarten class which will increase total enrollment
- Largest historical increase was from 2016/17 to 2017/18 with increase of 4.3%
- Largest total enrollment since 2015/16 is 2022/23 –
- Enrollment grew by 2.9% from last year (+1,110 students)
- 2022/23 has the largest grades since 2015/16 in: PK, 1st, 3rd, 4th, 5th, 9th, 10th, 11th, and 12th Grade

Cohort Student Change

Enrollment Grade Change

From	To	PK	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	PK-12	
		PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Change	% Change
2015/16	2016/17	46	2,263	90	4	82	3	-1	52	37	77	237	-89	-47	60	1,259	3.9%
2016/17	2017/18	-27	2,330	108	17	93	77	93	85	102	97	202	-156	-30	34	1,445	4.3%
2017/18	2018/19	10	2,284	41	-114	-31	-11	4	34	19	-7	278	-196	-128	62	467	1.3%
2018/19	2019/20	154	2,508	0	11	16	95	74	93	26	91	278	-247	-131	96	1,266	3.6%
2019/20	2020/21	-43	1,997	-80	-78	-70	-27	-41	12	-26	78	282	-258	-154	119	-10	0.0%
2020/21	2021/22	-38	2,373	184	18	103	34	45	45	31	22	340	-281	-236	100	1,093	3.0%
2021/22	2022/23	188	2,328	135	24	75	75	55	35	13	19	367	-398	-243	156	1,110	2.9%
3-Year Average		35.7	2,232.7	79.7	-12.0	36.0	27.3	19.7	30.7	6.0	39.7	329.7	-312.3	-211.0	125.0	731.0	2.0%
3-Year Weighted Average		74.2	2,287.8	115.5	5.0	60.2	44.3	35.7	34.5	12.5	29.8	343.8	-335.7	-225.8	131.2	917.7	2.5%

Source: Tennessee Department of Education and CMCSS Public Schools (2015/16 to 2022/23)

Observations:

- Largest 3-year average K-12 class cohort increase – 8th to 9th grade **(+329.7)**
- Largest 3-year average K-12 class cohort decrease – 9th to 10th grade **(-312.3)**
- Most elementary and middle school grade cohorts increase by 20-40 students per year
 - 3-year average shows student cohort growth between grades Kdg to 8th grade and 11th to 12th grade
- Overall percent change from previous year of 2.9% - increase of 1,110 students

Growth Area Map

Clarksville-Montgomery County School System
Growth Areas



Elementary Schools

- 1 Barkers Mill
- 2 Barksdale
- 3 Burt *
- 4 Byrns L. Darden
- 5 Carmel
- 6 Cumberland Heights
- 7 East Montgomery
- 8 Glenellen
- 9 Hazelwood
- 10 Kenwood
- 11 Kirkwood
- 12 Liberty
- 13 Minglewood
- 14 Montgomery Central
- 15 Moore
- 16 Norman Smith
- 17 Northeast
- 18 Oakland
- 19 Pisgah
- 20 Ringgold
- 21 Rossvie
- 22 Sango
- 23 St. Bethlehem *
- 24 West Creek
- 25 Woodlawn

Middle Schools

- 26 Kenwood
- 27 Kirkwood
- 28 Montgomery Central
- 29 New Providence
- 30 Northeast
- 31 Richview
- 32 Rossvie
- 33 West Creek

High Schools

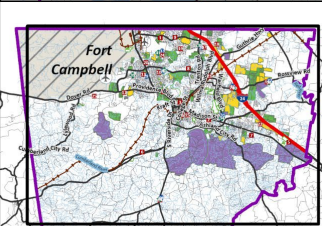
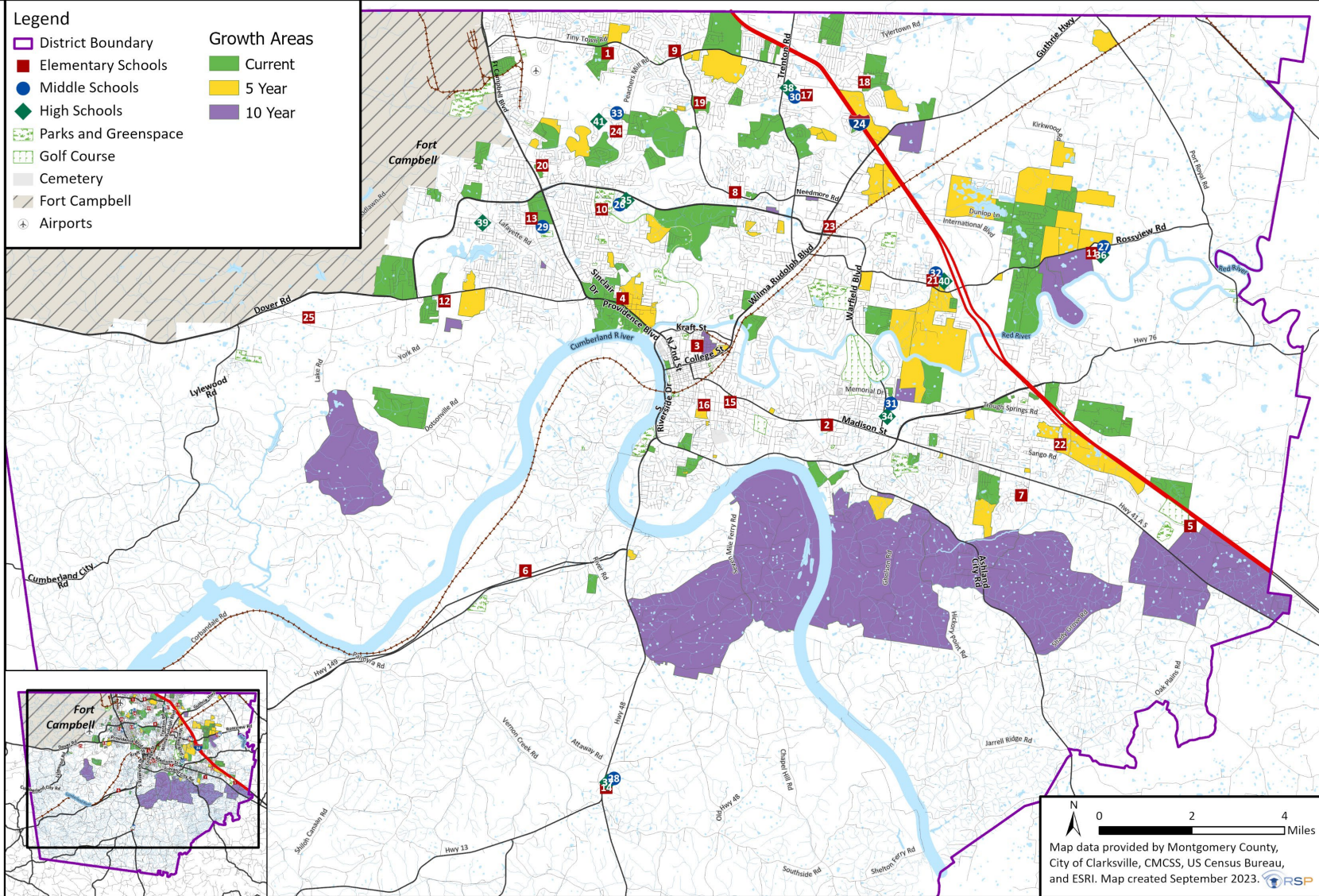
- 34 Clarksville
- 35 Kenwood
- 36 Kirkwood
- 37 Montgomery Central
- 38 Northeast
- 39 Northwest
- 40 Rossvie
- 41 West Creek

Legend

- District Boundary
- Elementary Schools
- Middle Schools
- ◆ High Schools
- Parks and Greenspace
- Golf Course
- Cemetery
- Fort Campbell
- ✈ Airports

Growth Areas

- Current
- 5 Year
- 10 Year



N
0 2 4 Miles
Map data provided by Montgomery County, City of Clarksville, CMCSS, US Census Bureau, and ESRI. Map created September 2023.

Potential Units Analysis

Timing of Growth	Existing Units	Potential Units
Current	8,939	10,450
5 Year	626	11,048
10 Year	1,843	7,931
Grand Total	11,408	29,429

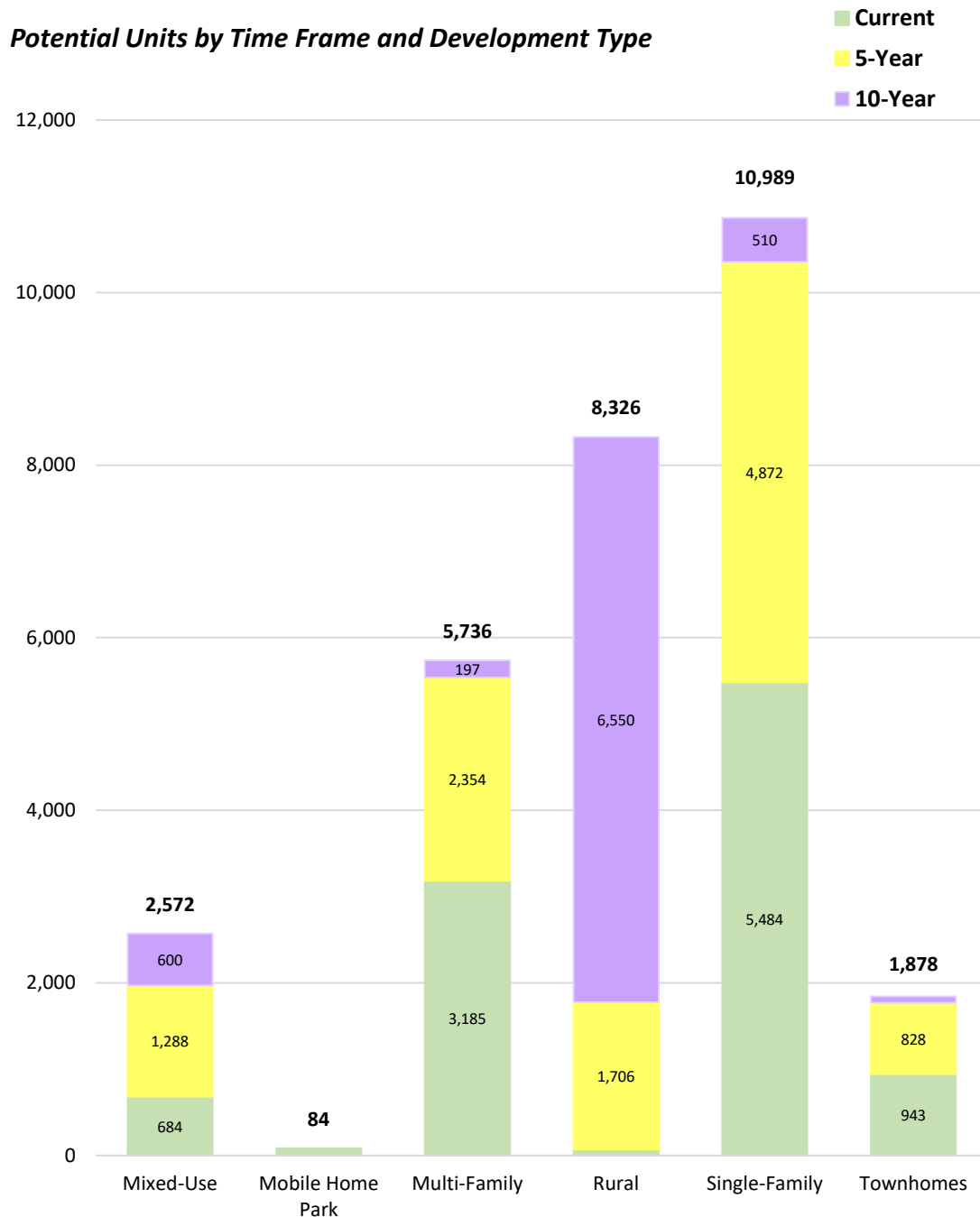
Source: Montgomery County, City of Clarksville, and RSP

Observations: Growth areas are created from existing land use, future land use, capital improvement plan, zoning, and city staff input

- The market demand and property owners desire to build guides the timing and type of development
- Some growth areas may require infrastructure improvements
- There is no guarantee any of these growth areas will develop or that other areas not shown as a growth area will develop

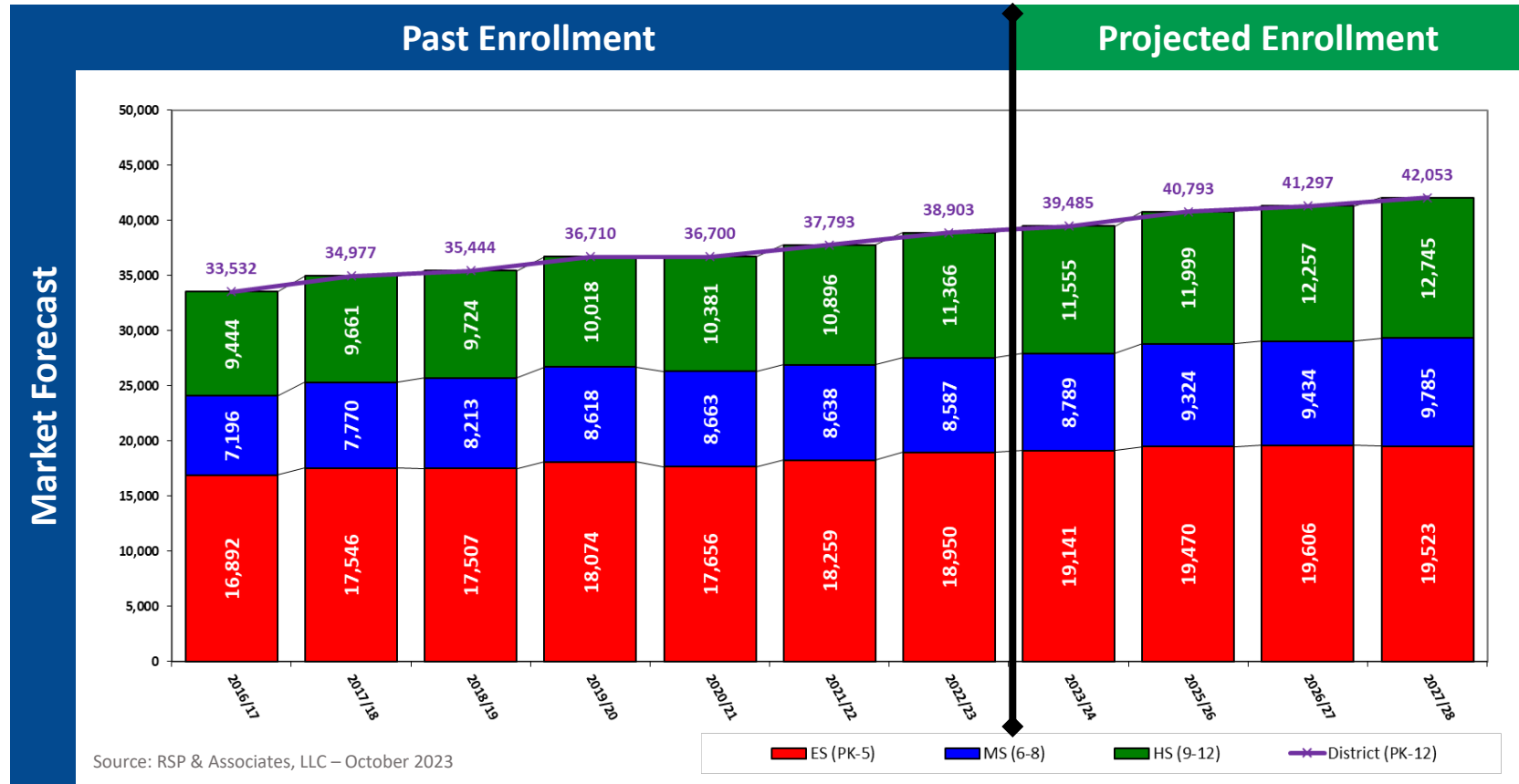
Main Takeaway: Almost 30,000 potential units were identified in this study. Majority of the units are in current or 5-year timing phases. Single-family development has the most potential to be built over the next decade.

Potential Units by Time Frame and Development Type



Source: Montgomery County, City of Clarksville, and RSP

Past, Current, & Future Enrollment



Overall Observations

- **District** enrollment increases by over 3,000 students (+8% growth over the next five years)
- **Elementary School** enrollment increases by over 500 students (+3% growth over the next five years)
- **Middle School** enrollment increases by over 1,100 students (+14% growth over the next five years)
- **High School** enrollment increases by over 1,300 students (+12% growth over the next five years)

Part 2: 2023/24 Elementary Rezoning Process

Guiding Principles

- The Board will consider this boundary work as part of district wide long-range planning.
- Future attendance zones should provide even better educational opportunities at each school to ensure an equitable student experience at each school.
- Neighborhoods/Planning areas are influential in how attendance zones are created and accepted by the community.
- Future attendance zones can anticipate future change of the neighborhood.
- The focus of the Zoning Process will be at the Elementary grade levels
- The attendance zoning proposed should continue to effectively utilize District resources.
- Zoning lines that follow natural/manmade boundaries are desired in how attendance zones are created.
- Grandfathering/Student Options may be a recommendation from Administration to the Board according to Board policy at the end of the zoning process.

Admin Prioritized Boundary Criteria

- ❑ All the Boundary Criteria are important
- ❑ Administration prioritization provides structure for the discussion about rezoning concepts:

Boundary Criteria Decision Matrix Table

All Boundary Criteria (Alphabetical)	Ranking				Weighted Average	Final Rank Order
	1st	2nd	3rd	4th		
1. Contiguous Attendance Areas	1				1.20	8
2. Demographic Considerations	5	4			8.40	1
3. Duration of Boundaries		2	1		1.40	7
4. Feeder System (Complete)	1	1	1		2.00	6
5. Fiscal Consideration - Capital	0.5	0.5			0.90	9
6. Fiscal Consideration - Operational	1.5	0.5			2.10	5
7. Neighborhoods Intact	1	2	2		2.80	3
8. Projected Enrollment/Building Utilization	2	1	4		3.80	2
9. Students Impacted by Boundary		1	1		0.80	10
10. Transportation Considerations	1	1	3		2.40	4
Total Responses	13	13	12	0		

Source: RSP



Demographic Considerations

Boundaries that seek some level of balanced socioeconomic indicators.



Projected Enrollment/Building Utilization

Boundaries that focus on balancing enrollment, so each building is utilized efficiently while not projected to exceed functional capacity for several years.



Neighborhoods Intact

Boundaries that ensure neighborhoods are maintained in a school's attendance area

Task at Hand

Focus: adjusting the current elementary attendance areas

Goals of Zoning Adjustment Process:

- Provide relief to schools currently (and projected) to be over building capacity
- Assign an attendance zone for Kirkwood ES
- Assign an attendance zone for New ES #26
- Improve the elementary to secondary feeder

2024/25 Zone Adjustments:

Kirkwood ES is planned to open 2024/25

- Located on Kirkwood campus
- Corner for Kirkwood and Rossview roads in the northeast quadrant of the district

2026/27 Zone Adjustments:

Elementary #26 is planned to open in 2026/27

- Located in northwest quadrant near Clarksville Regional Airport

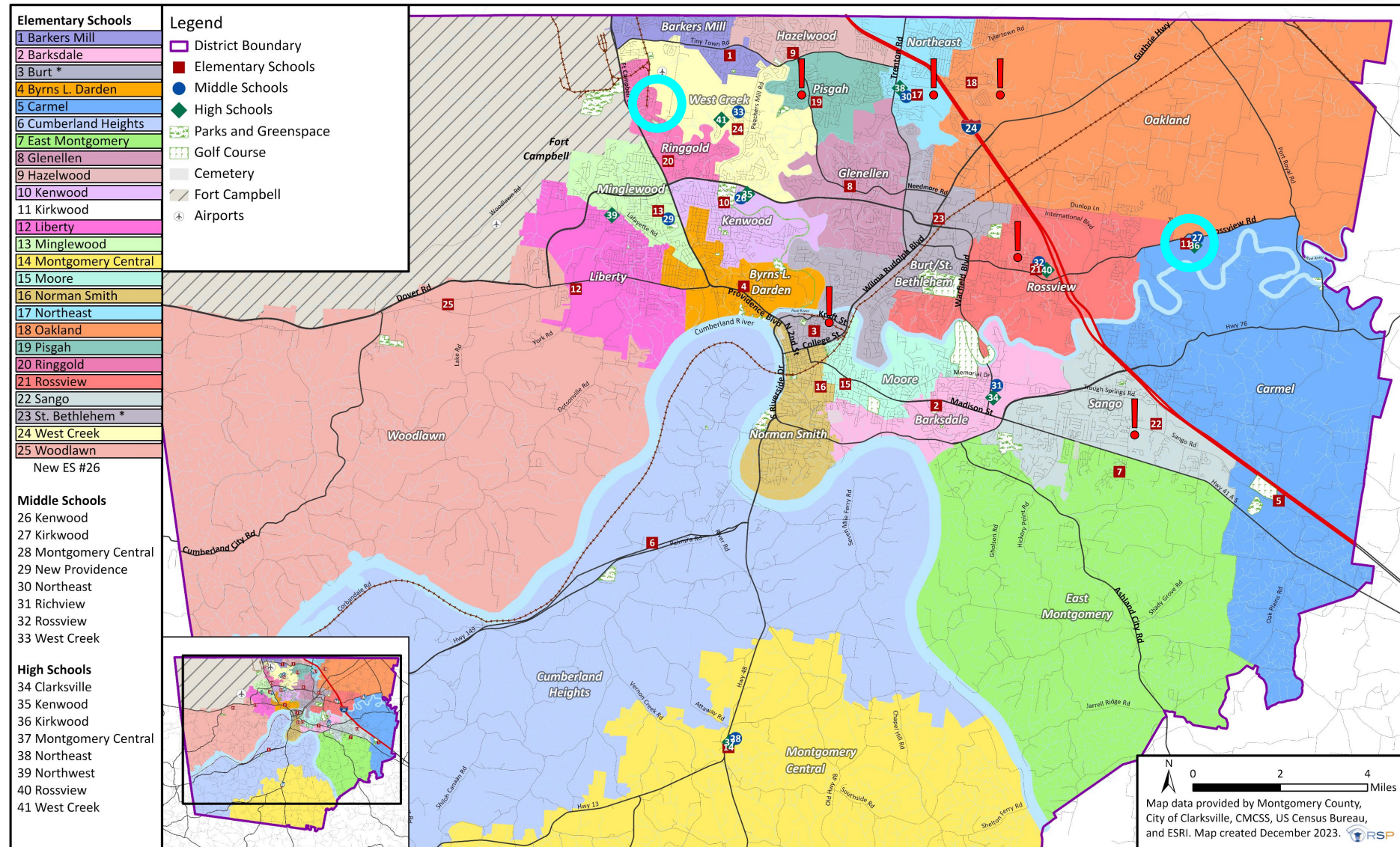


Current Elementary Zoning Map

Capacity Challenges
New Facilities



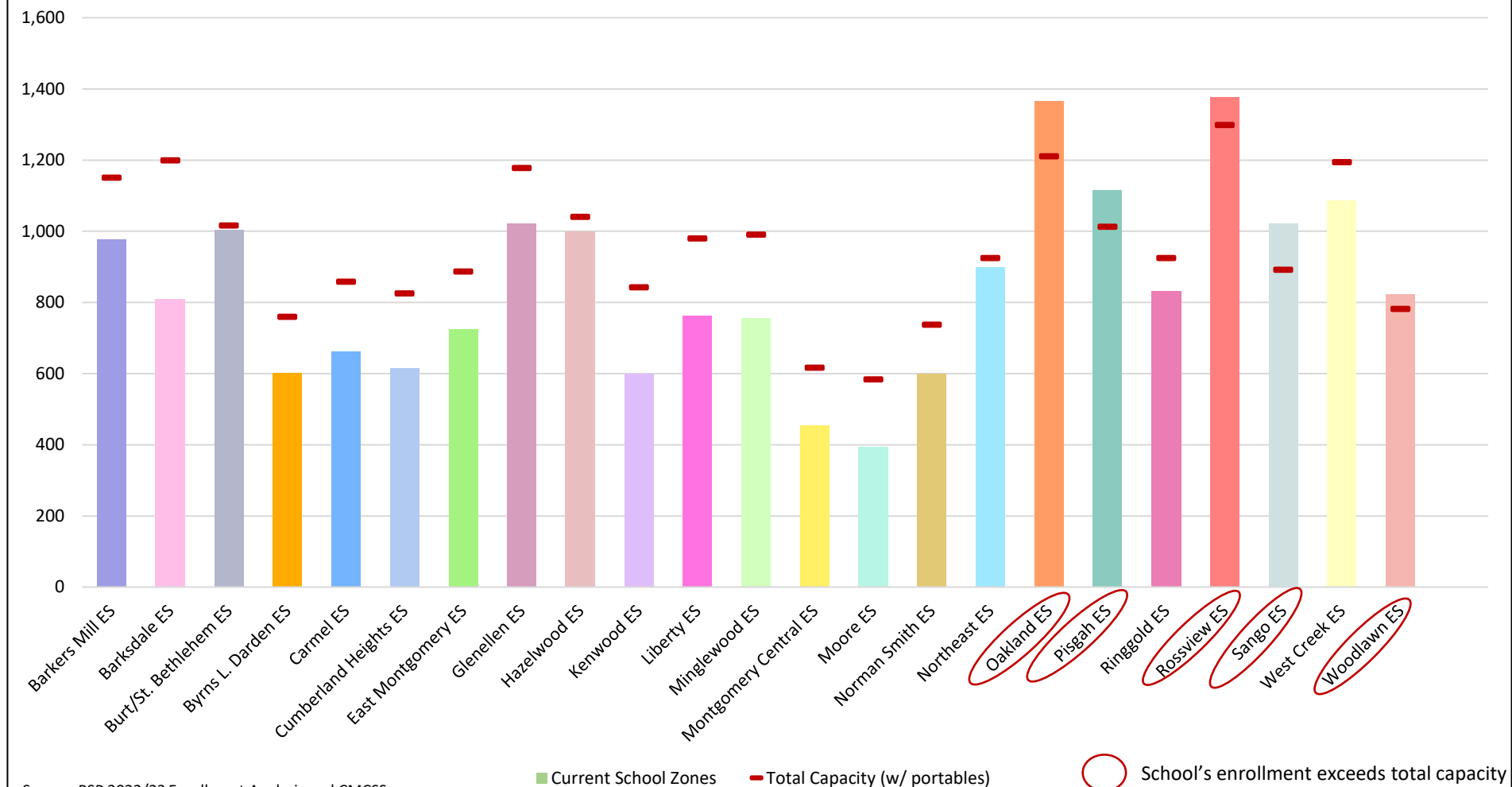
Clarksville-Montgomery County School System
Elementary Attendance Zones (Updated 12/04/23)



DISCLAIMER: Visuals were updated December 2023 to match current zones.

Elementary Building Projections

2027/28 Projected Enrollment (reside) by Current Attendance Zones



DISCLAIMER: Projections were updated December 2023 to match current zones.

Challenges to Address:

Challenges to Address:

- ☐ Kirkwood ES online in 2024/25 – *need to create an appropriate attendance zone*
- ☐ New ES #26 online 2026/27 – *need to create an appropriate attendance zone*
- ☐ Program changes at Burt and St. Bethlehem – *need to distribute attendance zone to surrounding schools*
- ☐ Over-capacity challenges at multiple facilities – *need to adjust attendance zones to relieve schools*
 - Burt/St. Bethlehem ES (100-101%)
 - Oakland ES (106-112%)
 - Pisgah ES (105-112%)
 - Rossvie ES (100-106%)
 - Sango ES (108-114%)
 - Woodlawn ES (100-105%)

Additional metrics utilized in concept evolution:

- ☐ Improve the demographic distribution of students (race/ethnicity, SES, housing types)
- ☐ Improved the elementary to secondary feeder where possible (complete feeder is not possible)
- ☐ Improve the transportation system of elementary schools
- ☐ Provide adequate capacity to grow the Spanish Immersion program at Barksdale ES
- ☐ Provide adequate capacity to continue to the Moore Magnet program at Moore ES
- ☐ Utilize updated capacities (Brick-and-Mortar and Total w/ portables)

Admin Meetings #1-3

Zoning Meeting #1:

- ☐ Priority relief schools: Burt, Moore, Oakland, Pisgah, Sango, and Rossvie elementary schools
- ☐ Zoning considerations:
 - *Rossvie expansion into downtown (demographic shift)*
 - *Carmel Elementary expansion to provide relief to Sango*
 - *Implement ½ mile radius of school location as priority zoning to that facility*
 - *Improve the Elementary to Secondary feeder where possible*
- ☐ Burt & St. Bethlehem re-programming & Barksdale Elementary program needs discussion
- ☐ Potential New Elementary after Kirkwood ES

Zoning Meeting #2:

- ☐ Investigate zoning solutions that include removing/reconfiguring Burt ES/St. Bethlehem ES
- ☐ Positive feedback: Cleaner feeders; greatest potential to address under-utilization with Burt/St. Bethlehem repurpose

Zoning Meeting #3:

- ☐ Investigate zoning solutions that distribute the existing community shelters around Byrns L. Darden, Rossvie, Moore, and Norman Smith elementary zones due to Burt/St. B moving to other district programming

Admin Meetings #4-7

Zoning Meeting #4:

- ☐ Utilize proposal with improvements to:
 - *Kirkwood/Oakland: Balance of enrollment between Kirkwood and Oakland elementary schools*
 - *Byrns L. Darden/Rossvie: Better utilize Byrns L. Darden by extending into downtown on the west side of Burt Elementary*
 - *Norman Smith/Moore zone lines: Target 85% utilization at Moore Elementary to provide capacity for Moore Magnet program*

Zoning Meeting #5:

- ☐ Preview public input materials; establish concusses on recommendation moving forward for public comment

Zoning Meeting #6:

- ☐ Discuss public input results; update proposed recommendation based on public comment

Zoning Meeting #7:

- ☐ Reviewed transportation/routing requested changed
- ☐ Reviewed final notes of public input
- ☐ Received consensus on plan as presented moving forward as Zoning Team Recommendation

Public Input Themes

Nights 1 and 2 (Nov. 14 & 16):

- ❑ Transportation limitations in areas around Burt Elementary/Austin Peay State University campus
 - ✓ Reasoning: Challenge for neighborhoods to attend Rossvie Elementary
 - ✓ Solution: Area adjusted to attend Byrns L. Darden Elementary
- ❑ Proximity in areas along Old Trenton Road to Glenellen Elementary
 - ✓ Reasoning: Challenge to attend Byrns L. Darden Elementary
 - ✓ Solution: Area adjusted to continue attending Glenellen Elementary
- ❑ Student enrollment at Rossvie Elementary
 - ✓ Reasoning: Challenges with projected enrollment and facility over-utilization
 - ✓ Solution: Area near Burt Elementary adjusted to attend Byrns L. Darden Elementary

DISCLAIMER: Not all the changes in the updated proposal are captured above. Public feedback often causes other areas to need to be adjusted to address desired changes, shifting any past plan to potentially having other trade offs to be considered with a new plan. **With any of the changes the question that must be asked: Do the changes better address the intent of the Guiding Principles and Boundary Criteria?**

Night 3 (Nov. 27):

- ❑ Consider moving more students into Kirkwood from Oakland due to proximity and feeder challenges

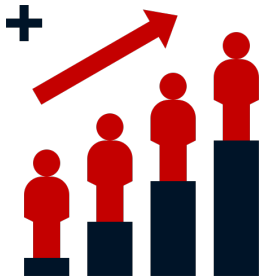
Public Survey Results

71 total responses (only 15-30 individuals provided comments)

Major themes from the survey:

- ☐ Concerns with proposed rezoning between Sango Elementary to either East Montgomery Elementary or Barksdale Elementary
 - ✓ Reasoning: Sango Elementary projected over-capacity challenges to address
- ☐ Concerns with proposed rezoning between Kirkwood Elementary and Oakland Elementary
 - ✓ Reasoning: Need to balance enrollment in high growth areas between Kirkwood and Oakland
- ☐ Concerns with proposed rezoning between Woodlawn Elementary and Liberty Elementary
 - ✓ Reasoning: Woodlawn Elementary projected over-capacity challenges to address
- ☐ Concerns with how transportation for Pre-K students to St. B will be feasible
- ☐ Questions about whether an opt-out proposal will be considered
 - ✓ The Zoning Committee is not recommending an opt-out proposal at this time. Because of the intricacies of a two-phase rezoning plan and the opening of two new schools over the next three years, rezoning opt-outs would delay the relief for overcrowding and in many circumstances could compound overcrowding since it is not predictable which families would opt out or not as students move in and out of new zones.

Proposed Concept Overview



Plans for future enrollment growth



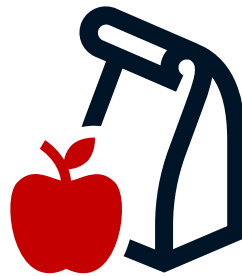
Addresses immediate capacity challenges



Establishes zone for Kirkwood Elementary



Allows for reprogramming of Burt/St. B zone for other district need



Creates available space to grow Barksdale Spanish Immersion program



A long-term plan that plans for NEW Elementary School #26 (2026/27)

Part 3: Proposed Concept with adjustments for Public Comment

DISCLAIMER: Current and proposed zones were updated based on current zone lines provided November 2023

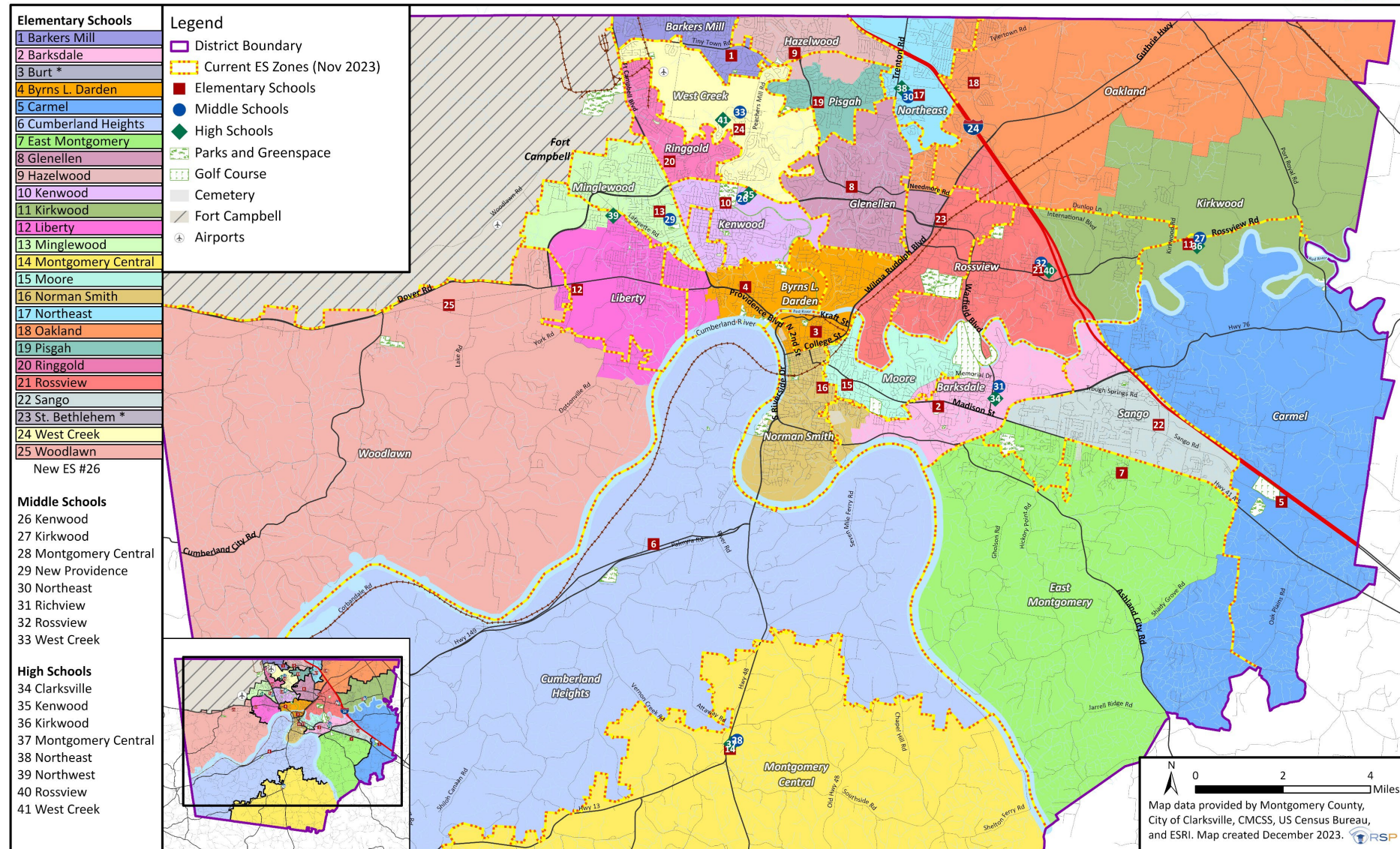
Proposed Concept: 2024/25 Attendance Zones

DRAFT



Clarksville-Montgomery County School System

2024/25 Proposed Concept Elementary Zones (Updates based on public input comment (11/21/23) and updated current zones provided by CMCSS)



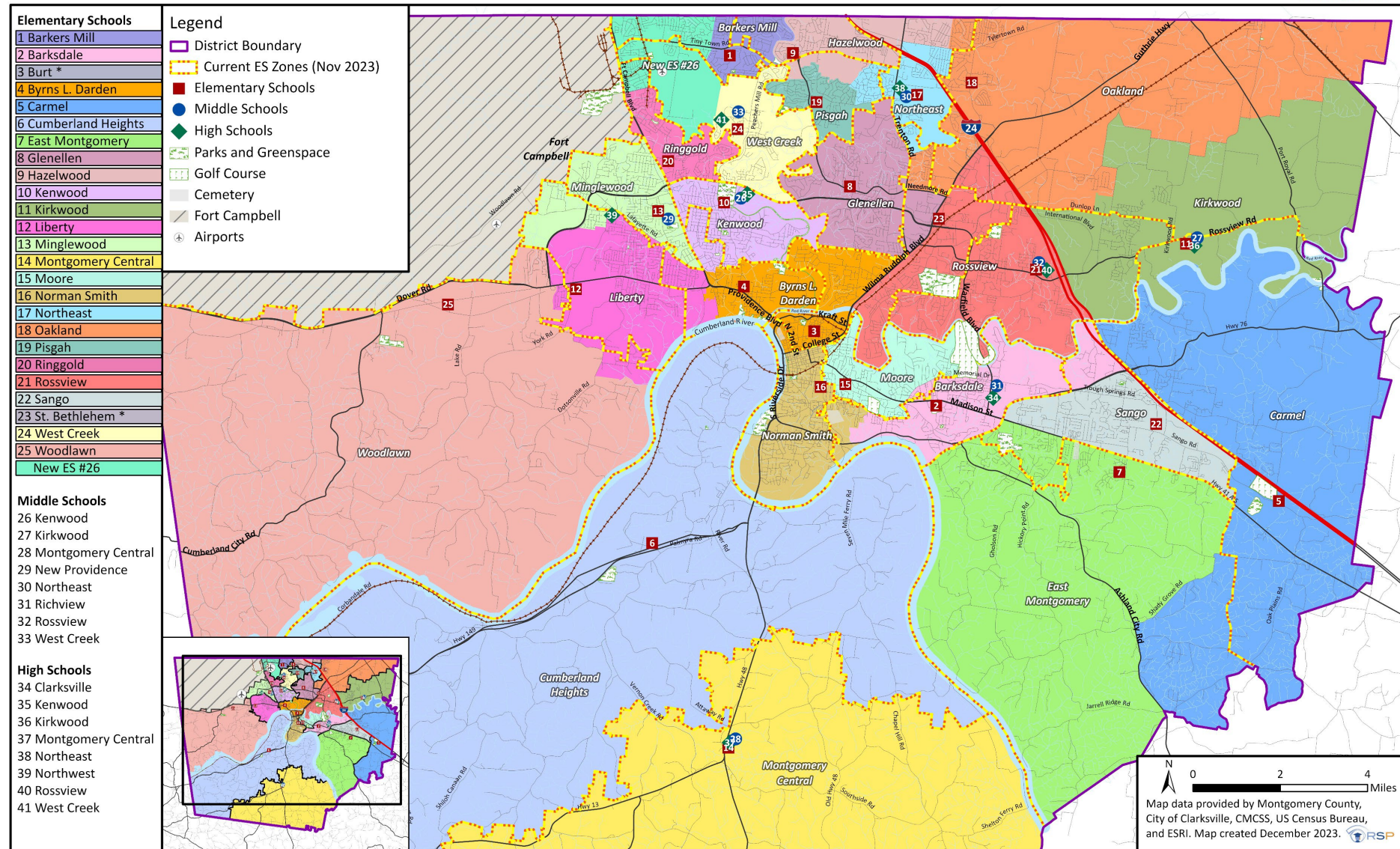
Proposed Concept: 2026/27 Attendance Zones

DRAFT



Clarksville-Montgomery County School System

2026/27 Proposed Concept Elementary Zones (Updates based on public input comment (11/21/23) and updated current zones provided by CMCSS)



DISCLAIMER: Proposed concept was updated 12/04/23 based on updated current zones and transportation/routing improvements

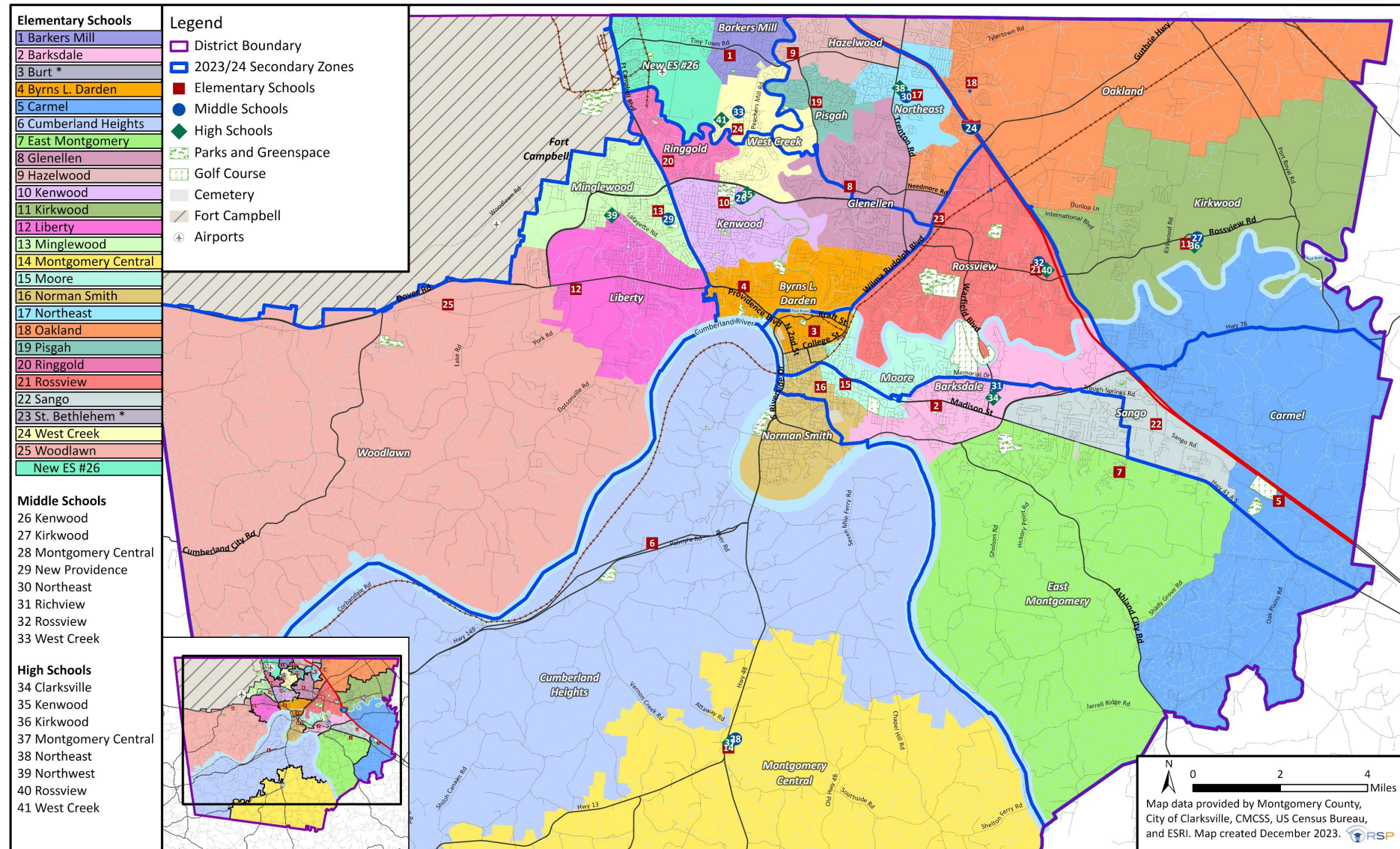
Proposed Concept: Elementary & Secondary

DRAFT



Clarksville-Montgomery County School System

2026/27 Proposed Concept Elementary Zones and Secondary Zone Outline (Updates based on public input comment (11/21/23) and updated current zones provided by CMCSS)



DISCLAIMER: Proposed concept was updated 12/04/23 based on updated current zones and transportation/routing improvements

Proposed Concept: Projected Enrollment Table

DRAFT

Proposed Concept: Projections by Building	Brick-and-Mortar Capacity	Total Capacity (w/ port)	PK-5 Projections with Spanish Immersion					Capacity Utilization %				
			Current	Kirkwood ES opens		ES #26 opens		Current	Kirkwood ES opens		ES #26 opens	
			2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28
Barkers Mill ES	1,040	1,150	994	949	940	915	912	86.4%	82.5%	81.7%	79.6%	79.3%
Barksdale ES	891	1,199	767	662	658	683	684	64.0%	55.2%	54.9%	57.0%	57.0%
St. Bethlehem PK Center	585	585	979	469	484	489	515	96.4%	80.2%	82.7%	83.6%	88.0%
Byrns L. Darden ES	759	759	568	632	650	673	667	74.8%	83.3%	85.6%	88.7%	87.9%
Carmel ES	858	858	611	737	742	742	744	71.2%	85.9%	86.5%	86.5%	86.7%
Cumberland Heights ES	825	825	647	616	598	603	616	78.4%	74.7%	72.5%	73.1%	74.7%
East Montgomery ES	842	886	728	835	829	845	840	82.2%	94.2%	93.6%	95.4%	94.8%
Glenellen ES	1,089	1,177	1,008	1,093	1,089	1,101	1,086	85.6%	92.9%	92.5%	93.5%	92.3%
Hazelwood ES	842	1,040	999	1,029	1,039	858	849	96.1%	98.9%	99.9%	82.5%	81.6%
Kenwood ES	842	842	635	747	732	718	697	75.4%	88.7%	86.9%	85.3%	82.8%
Kirkwood ES	1,040	1,040	0	866	904	935	967	0.0%	83.3%	86.9%	89.9%	93.0%
Liberty ES	825	979	797	846	831	826	835	81.4%	86.4%	84.9%	84.4%	85.3%
Minglewood ES	990	990	755	919	926	960	931	76.3%	92.8%	93.5%	97.0%	94.0%
Montgomery Central ES	528	616	451	460	443	446	454	73.2%	74.7%	71.9%	72.4%	73.7%
Moore ES	561	583	415	382	376	368	363	71.2%	65.5%	64.5%	63.1%	62.3%
Norman Smith ES	627	737	609	694	691	708	693	82.6%	94.2%	93.8%	96.1%	94.0%
Northeast ES	792	924	887	796	791	662	662	96.0%	86.1%	85.6%	71.6%	71.6%
Oakland ES	1,056	1,210	1,290	1,126	1,122	1,141	1,148	106.6%	93.1%	92.7%	94.3%	94.9%
Pisgah ES	858	1,012	1,062	977	1,006	870	849	104.9%	96.5%	99.4%	86.0%	83.9%
Ringgold ES	858	924	834	903	902	712	701	90.3%	97.7%	97.6%	77.1%	75.9%
Rossvie ES	1,056	1,298	1,308	1,165	1,141	1,129	1,118	100.8%	89.8%	87.9%	87.0%	86.1%
Sango ES	825	891	966	790	807	804	812	108.4%	88.7%	90.6%	90.2%	91.1%
West Creek ES	1,040	1,194	1,040	1,025	1,037	823	812	87.1%	85.8%	86.9%	68.9%	68.0%
Woodlawn ES	759	781	789	710	724	729	725	101.0%	90.9%	92.7%	93.3%	92.8%
New ES #26	1,040	1,040	0	0	0	859	835	0.0%	0.0%	0.0%	82.6%	80.3%
Total	21,428	23,540	19,139	19,428	19,462	19,599	19,515	89.2%	86.3%	86.5%	83.3%	82.9%

Fast Facts:

- Percentages use Total Capacity (w/ portable)
- Yellow shading indicates over 100%
- Barksdale ES includes Spanish Immersion students (cap. include new portables & building addition)
- Moore ES does NOT include Magnet students
- Current enrollment is based on student reside in the current zones (will not match official counts)

Main Takeaway:

All schools are below 100% utilization in the proposed zones

DISCLAIMER: Proposed concept was updated 12/04/23 based on updated current zones

Source: RSP 2022/23 Enrollment Analysis and CMCS

Updated: 11/21/23

- Orange shading indicates when projected enrollment exceeds building capacity
- Kirkwood Elementary comes online 2024/25; New ES #26 potentially comes online in 2026/27 - new attendance zones would be implemented the different years
- St. Bethlehem ES transitions to a PK Center and Burt ES is repurposed for High School special/alternative programming; Current utilization percentages uses the total capacity for Burt/St. B
- Spanish Immersion students are included in the Barksdale ES projected enrollment
- PK enrollment is assumed to be similar to 2023/24 enrollment moving forward; PK students are included in projection based on where they reside

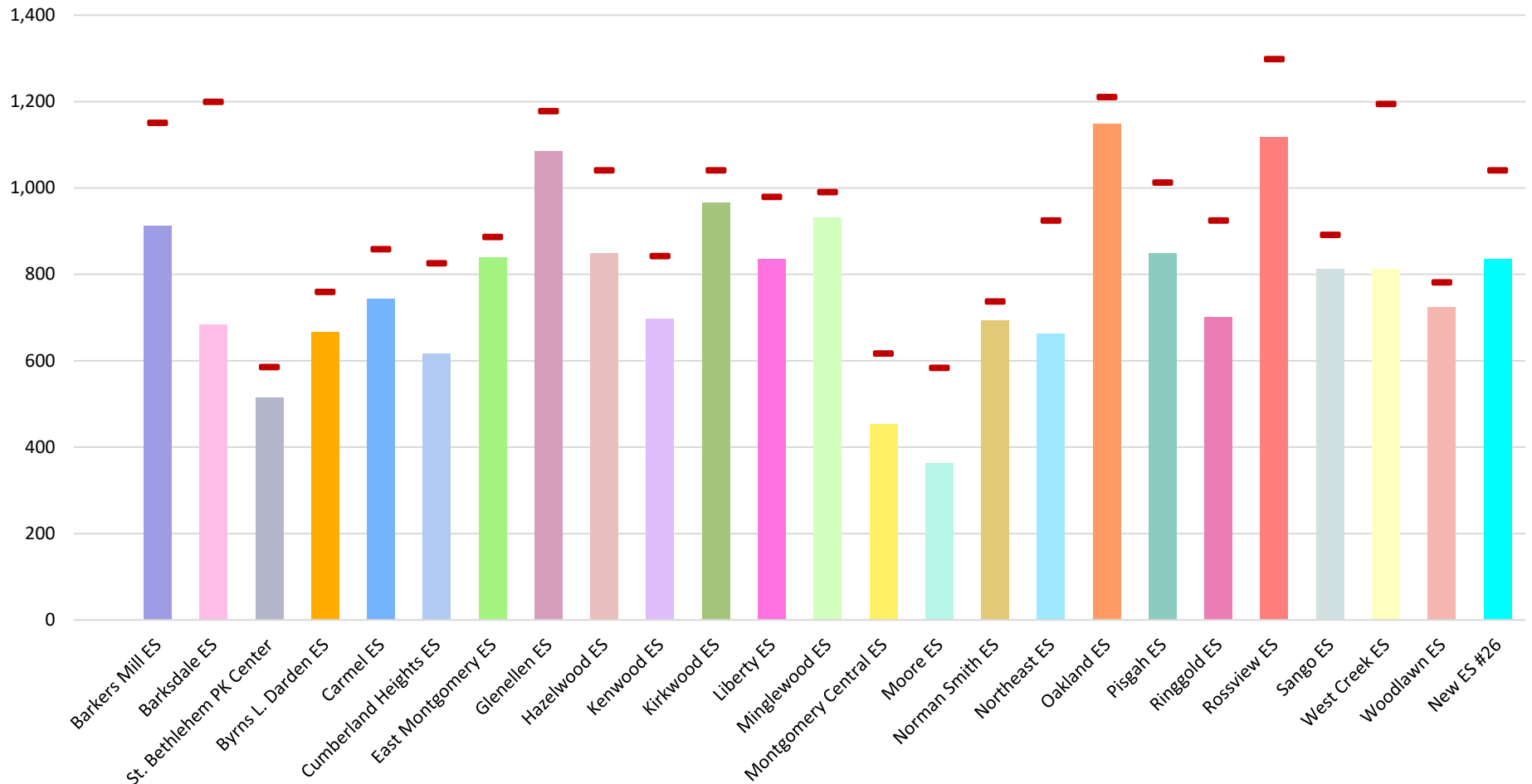
Understanding the Projections:

- Utilization percentages are calculated with the Total Capacity (w/ portable). The total utilization reflects the new building coming online in 2024/25 and 2026/27
- Projections are initial findings using 2022/23 student data. Forecast validated with 2023/24 40-day student count.
- Total projected enrollment in the boundary concepts may not match the current projected enrollment due to rounding at the building level. Capacity includes PK classrooms.
- All Pre-K students are at St. Bethlehem except for the following satellite schools: Carmel, Cumberland Heights, East Montgomery, Liberty, Minglewood, Montgomery Central, & Ringgold

Proposed Situation

DRAFT

2027/28 Projected Enrollment (reside) by Proposed Attendance Zones



Source: RSP 2022/23 Enrollment Analysis and CMCSS

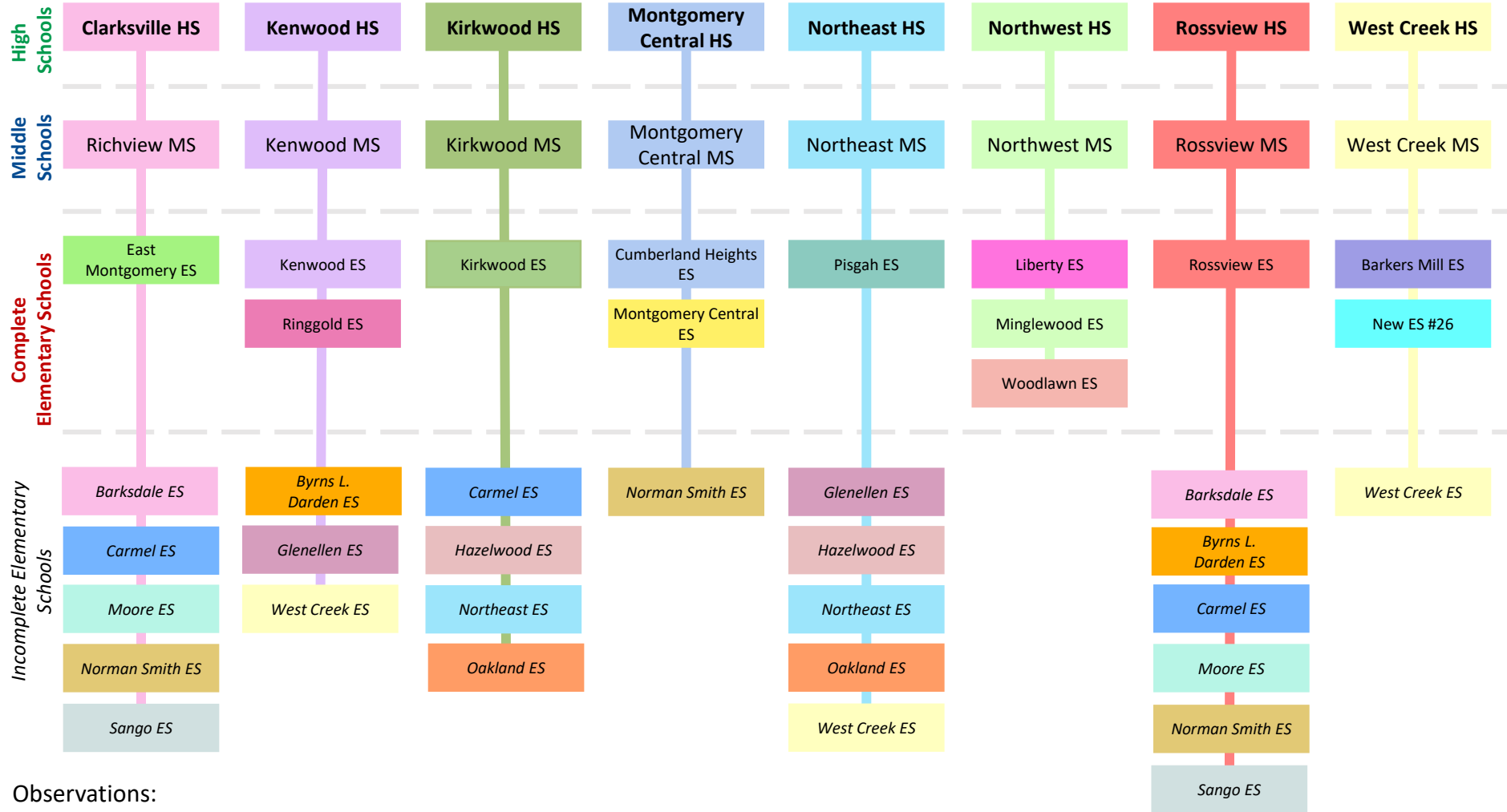
■ Proposed School Zones

— Total Capacity (w/ portables)

DISCLAIMER: Proposed concept was updated 12/04/23 based on updated current zones

Proposed Concept: Feeder Diagram

DRAFT



Observations:

- ☐ 13 of 24 elementary schools become complete to secondary schools
- ☐ Kirkwood ES is brought online as a complete feeder to Kirkwood
- ☐ New ES #26 is brought online as a complete feeder to West Creek
- ☐ Ringgold and Rossview become complete feeders in this concept
- ☐ Burt/St. Bethlehem is removed from feeder as those schools evolve from PK-5 programming

Proposed Concept: Demographic Analysis

DRAFT

Proposed Concept Elementary Zones **2023/24 student data	Student Total	Student Demographic Percentages						
		Asian	Black	Hispanic	Native American	Pacific	White	ELL
Barkers Mill ES	905	4.3%	34.8%	21.1%	0.8%	1.1%	37.9%	11.8%
Barksdale ES	468	3.8%	31.2%	13.2%	2.1%	0.4%	49.1%	5.6%
Burt/St. Bethlehem ES	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Byrns L. Darden ES	584	1.0%	51.7%	21.2%	0.2%	0.3%	25.5%	15.1%
Carmel ES	669	2.2%	14.5%	9.1%	0.9%	0.6%	72.6%	2.2%
Cumberland Heights ES	667	2.4%	10.5%	10.2%	0.7%	0.4%	75.7%	3.0%
East Montgomery ES	837	4.4%	11.6%	10.5%	0.5%	0.6%	72.4%	3.8%
Glenellen ES	1,243	2.5%	38.7%	19.8%	0.5%	1.2%	37.3%	7.0%
Hazelwood ES	860	2.6%	44.7%	19.3%	1.6%	1.5%	30.3%	8.1%
Kenwood ES	777	1.5%	41.2%	21.5%	1.0%	1.5%	33.2%	9.4%
Kirkwood ES	742	12.3%	23.3%	13.5%	0.7%	1.1%	49.2%	16.2%
Liberty ES	879	1.9%	37.4%	21.7%	0.7%	0.9%	37.3%	9.7%
Minglewood ES	865	1.4%	41.8%	18.7%	1.0%	1.7%	35.3%	9.8%
Montgomery Central ES	434	1.6%	3.9%	7.4%	0.9%	0.0%	86.2%	0.9%
Moore ES	410	1.5%	43.9%	14.6%	0.0%	0.7%	39.3%	11.2%
Norman Smith ES	719	1.4%	43.9%	18.2%	0.7%	1.3%	34.5%	9.6%
Northeast ES	792	3.4%	37.4%	18.7%	1.1%	2.3%	37.1%	6.7%
Oakland ES	1,096	3.9%	29.7%	17.1%	1.0%	1.6%	46.7%	7.4%
Pisgah ES	753	3.1%	35.3%	17.4%	1.3%	1.9%	41.0%	8.8%
Ringgold ES	677	0.9%	53.2%	16.2%	0.9%	2.1%	26.7%	6.2%
Rossvie ES	1,160	9.7%	24.3%	14.2%	0.4%	1.1%	50.2%	12.6%
Sango ES	749	7.6%	10.3%	12.1%	0.3%	1.2%	68.5%	7.7%
West Creek ES	824	3.5%	43.9%	18.2%	0.8%	2.9%	30.6%	7.4%
Woodlawn ES	716	2.1%	15.1%	13.8%	1.0%	1.0%	67.0%	2.8%
New ES #26	959	2.2%	40.4%	26.9%	0.9%	1.1%	28.5%	16.8%
Total (PK-5):	18,785	3.6%	32.2%	17.0%	0.8%	1.3%	45.1%	8.6%

Source: RSP and CMCSS, 2023/24 student data

Updated: 11/21/23

Notes:

1. Green shading indicates when demographic percentages decrease by more than 5% from the current zones
2. Orange shading indicates when demographic percentages increase by more than 5% from the current zones
3. Spanish Immersion students are included in Barksdale Elementary analysis

Observations:

- ☐ Utilizes 2026/27 attendance zones
- ☐ Barkers Mill increases by more than 5% in White student population
- ☐ Byrns L. Darden increases by more than 5% in Black student population
- ☐ Hazelwood shifts in their Black and White student populations
- ☐ Ringgold shifts in their Black and Hispanic student populations; ELL population decreases from 15.5% to 6.2%

Proposed Concept: 2024/25 SIBC

DRAFT

Student Impact Analysis utilizes 2023/24 student data and reflects number of students that would be impacted in each boundary concept:

- 2024/25: PK-4th students; will be K to 5th grade when rezoning goes into affect
- 2026/27: PK-2nd students; will be 2nd to 5th grade when rezoning goes into affect

Only schools impacted in this boundary adjustment are included on the tables

Current Reside *Using 2023/24 student data	Proposed Concept 24/25 Reside															PK-4 Total	SIBC	%
	Barksdale	Byrns L. Darden	Carmel	East Montgomery	Glenellen	Hazelwood	Kenwood	Kirkwood	Liberty	Minglewood	Moore	Norman Smith	Northeast	Oakland	Rossview			
Barksdale											2	81				443	83	18.7%
Burt/St. Bethlehem		273			130						13		39	76	291	822	822	100.0%
Byrns L. Darden							118		105	9						470	232	49.4%
Carmel								2								505	2	0.4%
East Montgomery			65													621	65	10.5%
Liberty										93						674	93	13.8%
Minglewood									10							654	10	1.5%
Moore	9											4				342	13	3.8%
Norman Smith											1					517	1	0.2%
Northeast														86		725	86	11.9%
Oakland								256							4	1,029	260	25.3%
Pisgah						60										916	60	6.6%
Rossview								357								1,040	357	34.3%
Sango	23			140												789	163	20.7%
Woodlawn									34							640	34	5.3%
PK-4 Total	32	273	65	140	130	60	118	615	149	102	16	85	39	162	295	15,851	2,281	14.4%

Source: RSP and CMCSS

Updated 11/21/23

Observations:

- ❑ 14.4% of current PK-4th grade students impacted when Kirkwood ES comes online; 15 schools have students impacted
- ❑ All students current in Burt/St. Bethlehem zone are redistributed to others school (822 students)
- ❑ Byrns, Oakland, and Rossvie are highly impacted in this zoning change (over 200 students)

Proposed Concept 24/25 Reside *Using 2023/24 student data	Proposed Concept 26/27 Reside				PK-2 Total	SIBC	%
	Barkers Mill	Hazelwood	New ES #26	Northeast			
Barkers Mill			279		500	279	55.8%
Hazelwood	237				500	237	47.4%
Northeast		146			510	146	28.6%
Pisgah				135	420	135	32.1%
Ringgold			105		484	105	21.7%
West Creek			122		552	122	22.1%
PK-2 Total	237	146	506	135	9,808	1,024	10.4%

Source: RSP and CMCSS

Updated 12/04/23

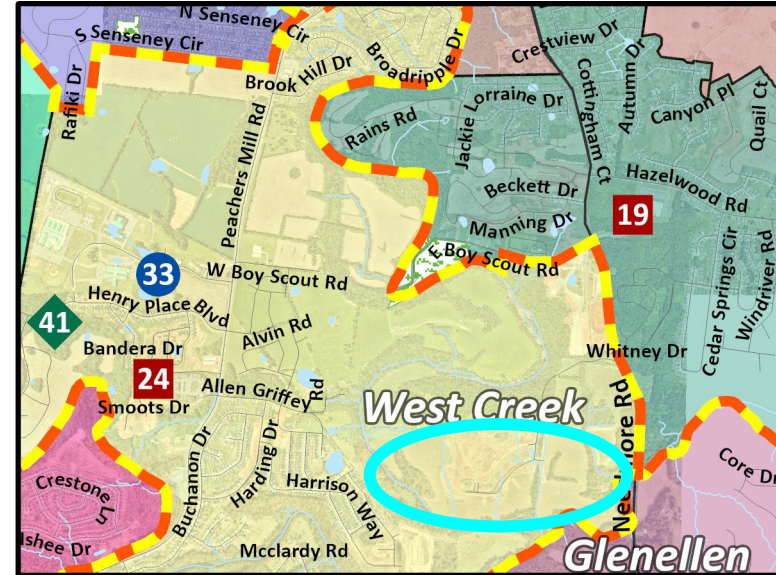
DISCLAIMER: Proposed concept was updated 12/04/23 based on updated current zones

Areas of Future Zoning Considerations:

1.) Cardinal Creek development area (see teal circle)

- Currently zoned to West Creek Elementary School
- Ideally would be zoned to Pisgah or Hazelwood elementary schools. Reasoning:
 - Proximity/transportation challenges along Needmore Rd & Red River
 - Area is currently zoned for Northeast Secondary feeder
- Limitations:
 - Inadequate available capacity in Pisgah and Hazelwood in this area; Pisgah is one of the priority relief schools in this process
 - West Creek zone would be increasingly under-utilized if this area was moved out

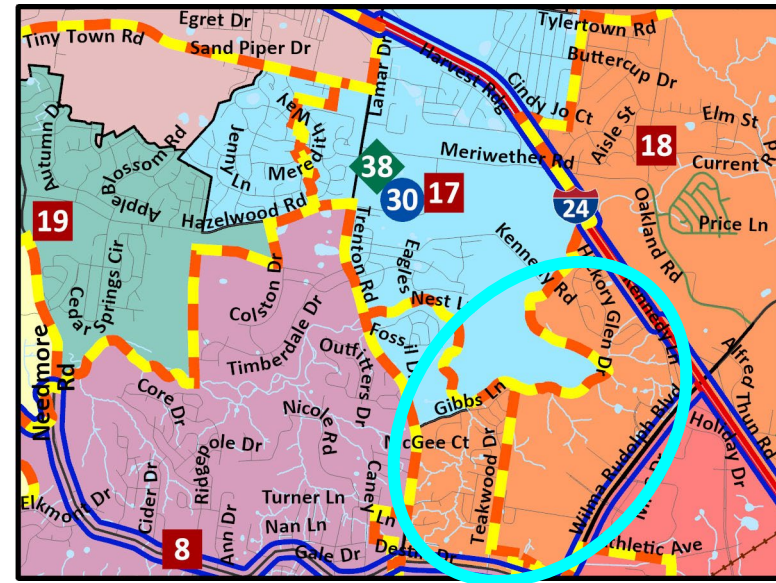
Main Takeaway: Until more elementary capacity is added in the northeast corridor, this development needs to maintain in West Creek to balance enrollment.



2.) Oakland area west of I-24 (see teal circle)

- Currently zoned to Oakland ES
- Ideally would be zoned to Glenellen or Northeast Elementary schools. Reasoning:
 - Potential growth in Oakland zone
 - Proximity/transportation network challenges
 - Feeder alignment to Northeast/Kirkwood elementary zones
- Limitations:
 - Limited capacity in northeast zones; Oakland has adequate capacity in this area
 - Area is either currently in Oakland or is in Burt/ St. B zones

Main Takeaway: Until more elementary capacity is added in the northeast corridor, Oakland zone extending west of I-24 is needed to balance enrollment.

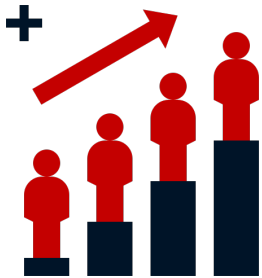


Concept Discussion

Note: Table serves a baseline of differences between the concepts to facilitate a discussion. It is not all encompassing. Green outline indicates which concept best address the criteria (potentially).

	Current Zones	Proposed Concept Zones
<i>Criteria #1 Demographic Considerations</i>	Note: Zones will have to shift due to Kirkwood and ES #26 coming online in 24/25 and 26/27	<ul style="list-style-type: none"> Race/Ethnicity shifts by more than 5% at: Barkers Mill, Byrns L. Darden, Hazelwood, and Ringgold ELL decreases to 6.2% at Ringgold ES Zones were updated to distribute type of housing between schools (SF, MF, TH, low-income)
<i>Criteria #2 Projected Enrollment and Utilization</i>	<ul style="list-style-type: none"> Six schools are projected to be over capacity There is under utilization (less than 75%) at three schools 	<ul style="list-style-type: none"> Solves challenges at all elementary schools Kirkwood: 860-960 students (93% utilized) New ES: 820-840 students (80% utilized) West Creek ES: 830-840 students (68% utilized)
<i>Criteria #3 Neighborhoods Intact</i>		<ul style="list-style-type: none"> Carmel ES extend south to Ashland City Rd Barksdale ES extends to I-24 Darden extends to Wilma Rudolph Blvd to the current Burt/St. Bethlehem zone Rossvie extends northwest to Wilma Rudolph Blvd to the current Burt/St. Bethlehem zone Rural northeast continued at Oakland Elementary; Kirkwood zone establish to relieve Rossvie
<i>Feeder System (ES to secondary)</i>	<ul style="list-style-type: none"> 9 complete feeder schools 14 incomplete feeder schools 	<ul style="list-style-type: none"> 13 complete feeder schools 11 incomplete feeder schools Norman Smith, Carmel, and West Creek are incomplete three ways
<i>Students Impacted (SIBC)</i>		<p>More students are initially impacted in the 2024/25 zone adjustment:</p> <ul style="list-style-type: none"> 14.4% in 2024/25 rezoning; 15 schools impacted 10.4% in 2026/27 rezoning; 6 schools impacted
<i>Priority Relief Schools:</i>	<p>2027/28 projected utilization:</p> <ul style="list-style-type: none"> Burt/St. Beth: 98.6% Barksdale: 110% Moore: 67.6% Oakland: 115.3% Pisgah: 123.1% Rossvie 106.9% Sango: 121.2% 	<p>2027/28 projected utilization:</p> <ul style="list-style-type: none"> Burt/St. Beth repurposed for district need Barksdale: 57.0% (reduced for Spanish immersion program) Moore: 62.3% (reduced for magnet program) Oakland: 94.9% Pisgah: 83.9% Rossvie: 86.1% Sango: 91.1%

Proposed Concept Overview



Plans for future enrollment growth



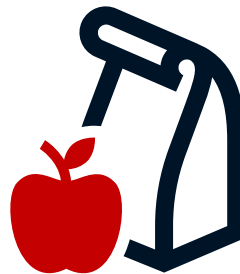
Addresses immediate capacity challenges



Establishes zone for Kirkwood Elementary



Allows for reprogramming of Burt/St. B zone for other district need



Creates available space to grow Barksdale Spanish Immersion program



A long-term plan that plans for NEW Elementary School #26 (2026/27)

Part 3: Next Steps



Next Steps

Board of Education;

- ❑ Formal Public Hearing, January 2, 2024
- ❑ Final Approval: January 16, 2024



Appendix



Note: Presentation slide heading color in the appendix matches the section in which the information corresponds

Proposed Concept Updates:

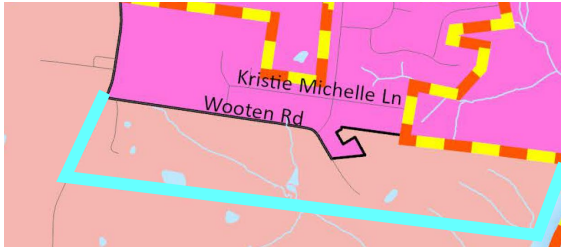


Requested changes (district)



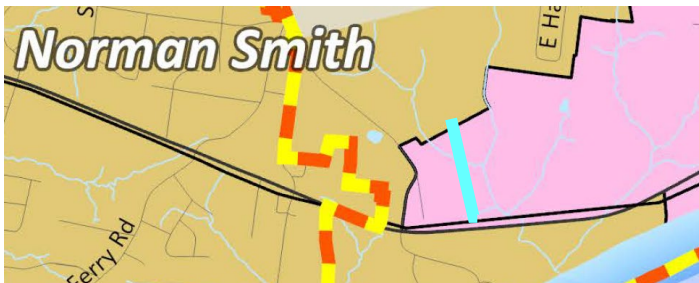
Minglewood to Liberty Request – complete

- No impact to student enrollment



Woodlawn to Liberty Request – complete

- No impact to student enrollment



Barksdale to Norman Smith Request – complete

- No impact on student enrollment



West Creek to Ringgold Request – complete

- Area currently in Ringgold – concept was updated based on corrected current zones provided Nov. 2023
- About 20 more students moved into Ringgold zone



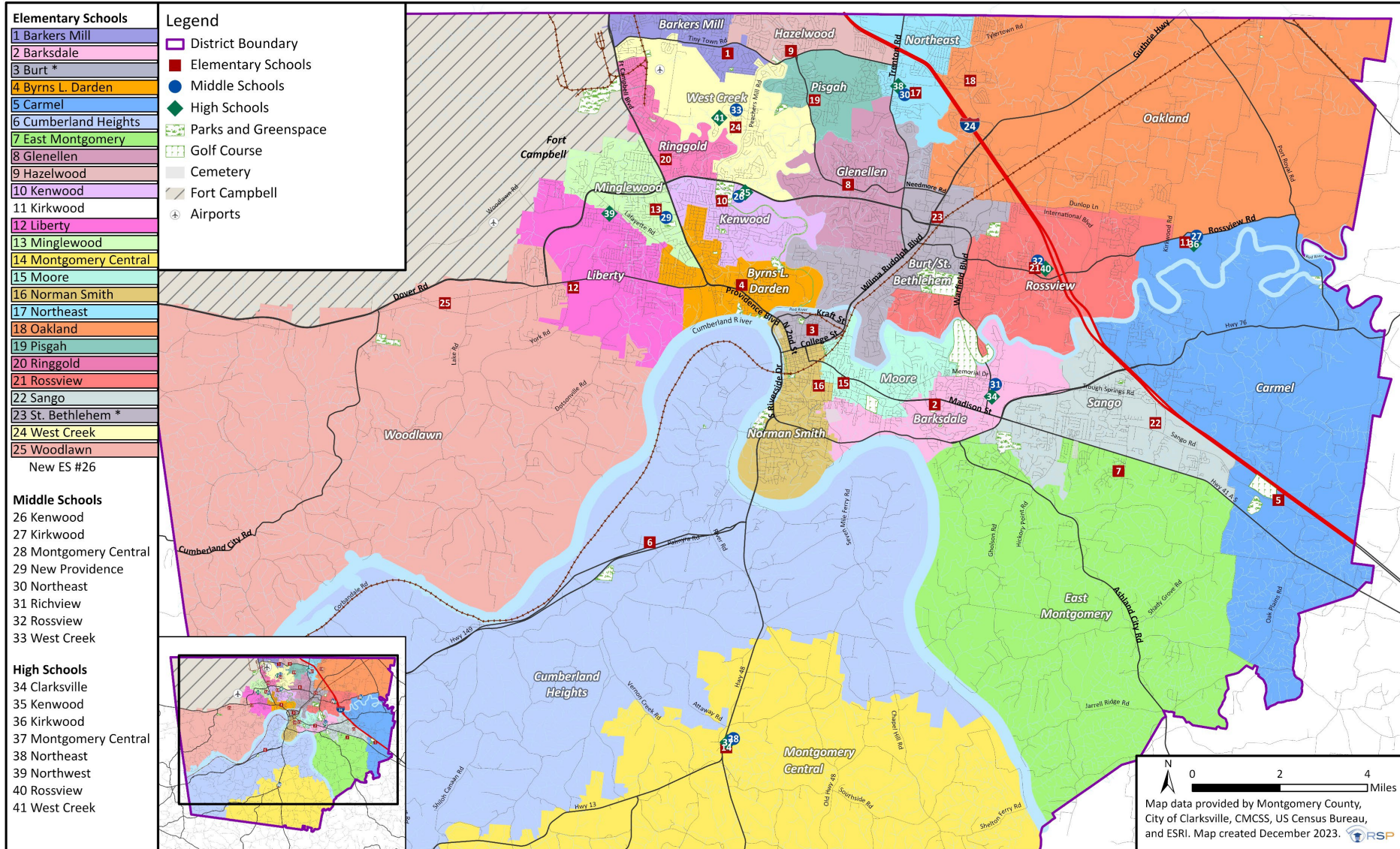
Glenellen to Darden Request – **NEED GUIDANCE**

- We reestablished the south boundary of Glenellen to the current based on public input - the requested change would be moving students from Glenellen to Darden
- In the last input session, it was stated due to transportation, no Glenellen student would move to Darden

Current Zoning Data

Current Elementary Zoning Map

Clarksville-Montgomery County School System
Elementary Attendance Zones (Updated 12/04/23)



DISCLAIMER: Visuals were updated December 2023 to match current zones.

Current Secondary Zoning Map

Clarksville-Montgomery County School System
Secondary Attendance Zones (2023/24)

Elementary Schools

- 1 Barkers Mill
- 2 Barksdale
- 3 Burt *
- 4 Byrns L. Darden
- 5 Carmel
- 6 Cumberland Heights
- 7 East Montgomery
- 8 Glenellen
- 9 Hazelwood
- 10 Kenwood
- 11 Kirkwood
- 12 Liberty
- 13 Minglewood
- 14 Montgomery Central
- 15 Moore
- 16 Norman Smith
- 17 Northeast
- 18 Oakland
- 19 Pisgah
- 20 Ringgold
- 21 Rossvie
- 22 Sango
- 23 St. Bethlehem *
- 24 West Creek
- 25 Woodlawn

Middle Schools

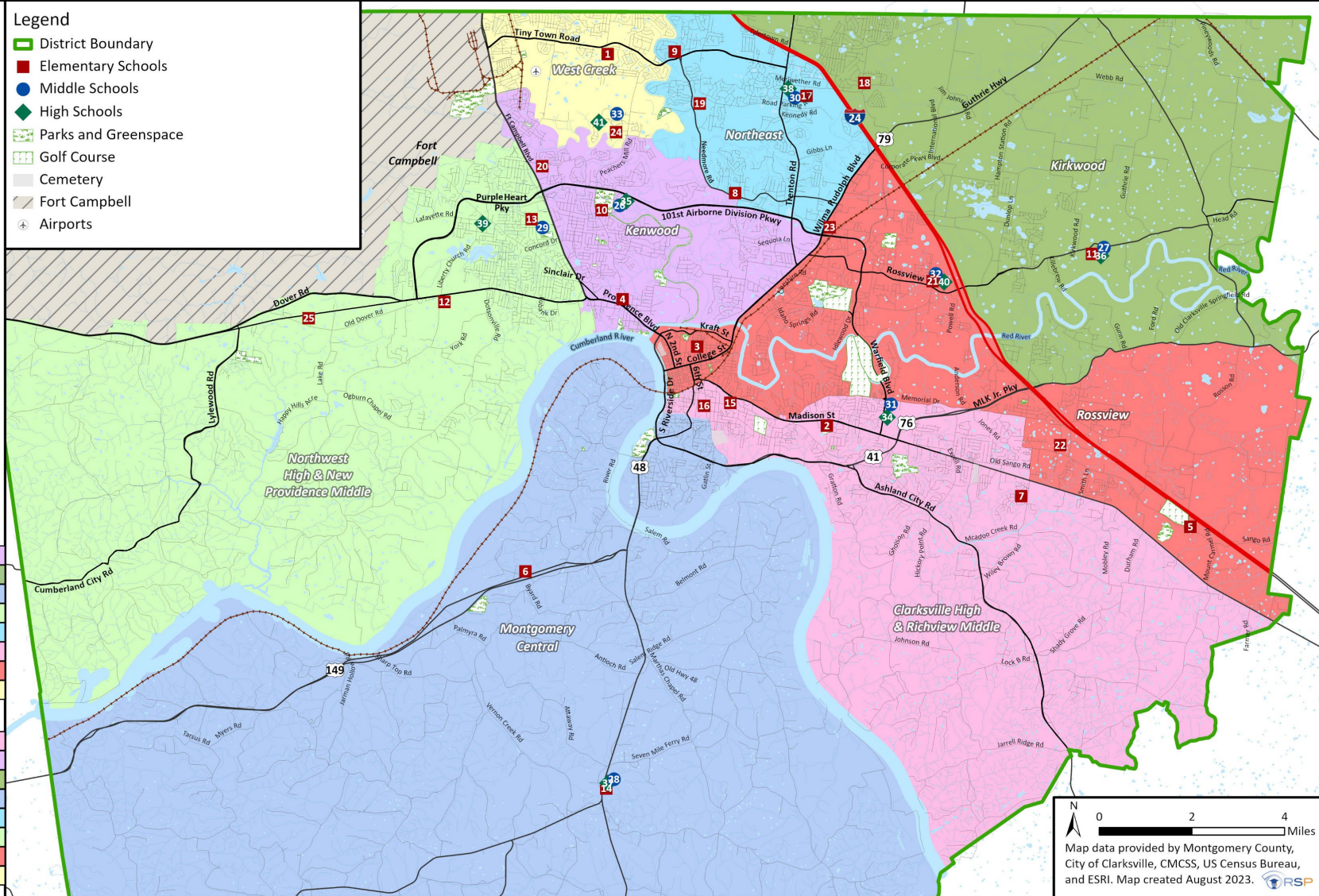
- 26 Kenwood
- 27 Kirkwood
- 28 Montgomery Central
- 29 New Providence
- 30 Northeast
- 31 Richview
- 32 Rossvie
- 33 West Creek

High Schools

- 34 Clarksville
- 35 Kenwood
- 36 Kirkwood
- 37 Montgomery Central
- 38 Northeast
- 39 Northwest
- 40 Rossvie
- 41 West Creek

Legend

- District Boundary
- Elementary Schools
- Middle Schools
- ◆ High Schools
- Parks and Greenspace
- Golf Course
- Cemetery
- Fort Campbell
- ✈ Airports



Map data provided by Montgomery County, City of Clarksville, CMCSS, US Census Bureau, and ESRI. Map created August 2023.

DISCLAIMER: Projections were updated December 2023 to match current zones.

Current Elementary Projections

Current Projections by Elementary Building:	Brick-and-Mortar Capacity	Total Capacity (w/ port)	PK-5 Projections with Spanish Immersion					Capacity Utilization %				
			Current	Kirkwood ES opens		ES #26 opens		Current	Kirkwood ES opens		ES #26 opens	
			2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28
Barkers Mill ES	1,040	1,150	994	995	986	985	978	86.4%	86.5%	85.7%	85.7%	85.0%
Barksdale ES	891	1,199	767	774	773	805	811	64.0%	64.6%	64.5%	67.1%	67.6%
Burt/St. Bethlehem ES	1,016	1,016	979	1,026	1,022	1,021	1,005	96.4%	101.0%	100.6%	100.5%	98.9%
Byrns L. Darden ES	759	759	568	580	601	606	603	74.8%	76.4%	79.2%	79.8%	79.4%
Carmel ES	858	858	611	640	654	654	663	71.2%	74.6%	76.2%	76.2%	77.3%
Cumberland Heights ES	825	825	647	616	598	603	616	78.4%	74.7%	72.5%	73.1%	74.7%
East Montgomery ES	842	886	728	723	717	738	726	82.2%	81.6%	80.9%	83.3%	81.9%
Glenellen ES	1,089	1,177	1,008	1,014	1,011	1,027	1,022	85.6%	86.2%	85.9%	87.3%	86.8%
Hazelwood ES	842	1,040	999	1,001	1,015	1,016	1,000	96.1%	96.3%	97.6%	97.7%	96.2%
Kenwood ES	842	842	635	636	625	615	601	75.4%	75.5%	74.2%	73.0%	71.4%
Kirkwood ES	1,040	1,040	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Liberty ES	825	979	797	789	769	760	763	81.4%	80.6%	78.5%	77.6%	77.9%
Minglewood ES	990	990	755	776	777	791	756	76.3%	78.4%	78.5%	79.9%	76.4%
Montgomery Central ES	528	616	451	460	443	446	454	73.2%	74.7%	71.9%	72.4%	73.7%
Moore ES	561	583	415	407	405	399	394	71.2%	69.8%	69.5%	68.4%	67.6%
Norman Smith ES	627	737	609	615	610	613	599	82.6%	83.4%	82.8%	83.2%	81.3%
Northeast ES	792	924	887	886	876	891	899	96.0%	95.9%	94.8%	96.4%	97.3%
Oakland ES	1,056	1,210	1,290	1,316	1,338	1,362	1,366	106.6%	108.8%	110.6%	112.6%	112.9%
Pisgah ES	858	1,012	1,062	1,091	1,118	1,135	1,117	104.9%	107.8%	110.5%	112.2%	110.4%
Ringgold ES	858	924	832	860	859	860	833	90.0%	93.1%	93.0%	93.1%	90.2%
Rossvie ES	1,056	1,298	1,308	1,359	1,356	1,351	1,377	100.8%	104.7%	104.5%	104.1%	106.1%
Sango ES	825	891	966	1,007	1,018	1,013	1,023	108.4%	113.0%	114.3%	113.7%	114.8%
West Creek ES	1,040	1,194	1,041	1,071	1,085	1,090	1,086	87.2%	89.7%	90.9%	91.3%	91.0%
Woodlawn ES	759	781	789	785	805	819	822	101.0%	100.5%	103.1%	104.9%	105.2%
New ES #26	1,040	1,040	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Total	21,859	23,971	19,138	19,427	19,461	19,600	19,514	87.4%	84.7%	84.9%	81.8%	81.4%

Source: RSP 2022/23 Enrollment Analysis and CMCSS

Updated: 12/04/23

Notes:

1. Orange shading indicates when projected enrollment exceeds building capacity
2. Kirkwood Elementary comes online 2024/25; New ES #26 potentially comes online in 2026/27 - new attendance zones would be implemented the different years
3. St. Bethlehem transitions to a PK Center and Burt Elementary is repurposed for High School special/alternative programming
4. Spanish Immersion students are included in the Barksdale ES projected enrollment
5. PK enrollment is assumed to be similar to 2023/24 enrollment moving forward; PK students are included in projection based on where they reside

Understanding the Projections:

1. Projections are initial findings using 2022/23 student data. Forecast will be validated with 2023/24 40-day student count.
2. Total projected enrollment in the boundary concepts may not match the current projected enrollment due to rounding at the building level. Capacity includes PK classrooms.
3. All Pre-K students are at St. Bethlehem except for the following satellite schools: Cumberland Heights, East Montgomery, Liberty, Minglewood, Montgomery Central, and Ringgold

DISCLAIMER:

Capacity updated 11/06/23.

District utilization percentages reflect total capacity during that year. Percentages illustrate Kirkwood ES online in 2024/25 and New ES #26 online in 2026/27.

Current Elementary Demographics

Current Elementary Zones **2023/24 student data	Student Demographic Percentages						
	Asian	Black	Hispanic	Native American	Pacific	White	ELL
Barkers Mill ES	3.1%	39.3%	22.9%	0.7%	1.4%	32.6%	10.2%
Barksdale ES	2.6%	27.9%	18.1%	1.4%	0.4%	49.7%	7.7%
Burt/St. Bethlehem ES	1.8%	44.3%	16.7%	0.5%	0.9%	35.8%	8.0%
Byrns L. Darden ES	0.5%	43.5%	24.4%	0.2%	1.1%	30.3%	17.3%
Carmel ES	2.2%	14.0%	8.5%	1.0%	0.7%	73.6%	2.5%
Cumberland Heights ES	2.4%	10.5%	10.2%	0.7%	0.4%	75.7%	3.0%
East Montgomery ES	2.8%	11.2%	11.2%	0.5%	0.4%	73.9%	2.7%
Glenellen ES	2.7%	36.7%	21.1%	0.5%	1.4%	37.6%	7.4%
Hazelwood ES	3.6%	39.4%	18.3%	1.2%	1.2%	36.3%	10.0%
Kenwood ES	1.4%	42.7%	20.7%	1.1%	1.7%	32.4%	8.3%
Kirkwood ES	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liberty ES	2.3%	36.9%	21.3%	0.6%	0.6%	38.3%	10.4%
Minglewood ES	1.2%	42.9%	18.9%	0.9%	1.8%	34.3%	9.7%
Montgomery Central ES	1.6%	3.9%	7.4%	0.9%	0.0%	86.2%	0.9%
Moore ES	1.7%	43.1%	16.0%	0.0%	0.7%	38.4%	11.3%
Norman Smith ES	1.6%	43.6%	16.2%	0.6%	1.4%	36.5%	7.2%
Northeast ES	3.1%	37.2%	19.8%	0.7%	1.0%	38.2%	6.0%
Oakland ES	3.9%	28.7%	16.4%	0.9%	1.3%	48.8%	7.4%
Pisgah ES	3.2%	37.3%	17.3%	1.8%	2.4%	37.9%	8.5%
Ringgold ES	0.9%	47.1%	24.3%	1.2%	2.0%	24.5%	15.5%
Rossview ES	14.7%	21.5%	12.9%	0.6%	1.3%	49.0%	17.2%
Sango ES	8.0%	11.4%	12.1%	0.2%	1.2%	67.1%	7.5%
West Creek ES	3.5%	44.7%	17.5%	0.7%	2.4%	31.3%	8.1%
Woodlawn ES	2.2%	15.4%	14.3%	1.3%	0.9%	65.8%	2.6%
New ES #26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total (PK-5):	3.6%	32.0%	17.1%	0.8%	1.2%	45.3%	8.5%

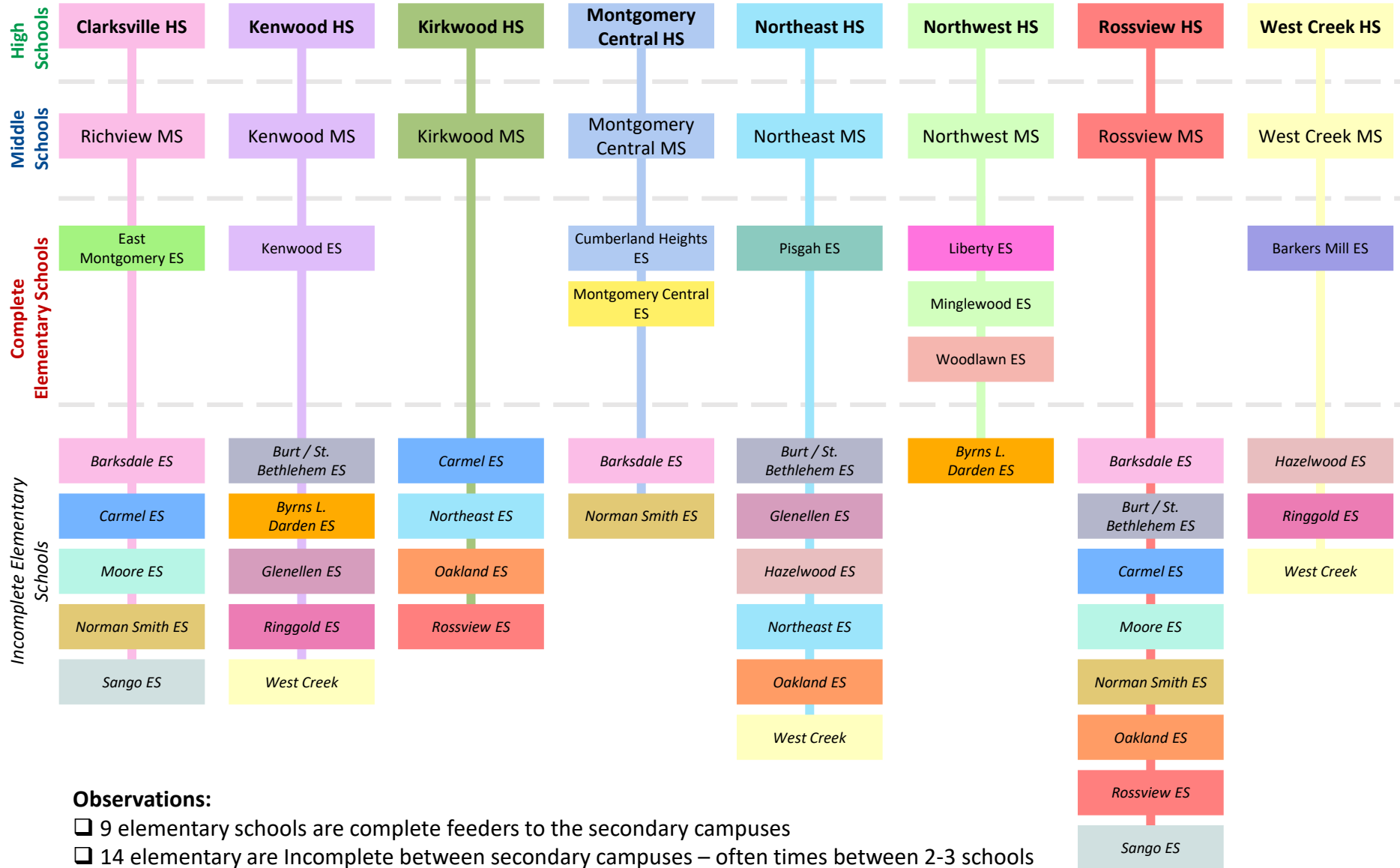
Source: RSP and CMCSS, 2023/24 student data

Updated: 10/09/23

Notes:

1. Green shading indicates when demographic percentages decrease by more than 5% from the current zones
2. Orange shading indicates when demographic percentages increase by more than 5% from the current zones
3. Spanish Immersion students are included in Barksdale Elementary analysis

Elementary to Secondary Feeder Diagram



Elementary to Secondary Feeder Analysis

Utilizing 2023/24 High School Zones

Current Zones: Elementary to Secondary Feeder (23/24 student)	Clarksville HS	Kenwood HS	Kirkwood	Montgomery Central HS	Northeast HS	Northwest HS	Rossview HS	West Creek HS
	Richview MS	Kenwood MS	Kirkwood MS	Mont. Central MS	Northeast MS	Northwest MS	Rossview MS	West Creek MS
Barkers Mill ES								100.0%
Barksdale ES	91.7%			1.1%			7.2%	
Burt/St. Bethlehem ES		32.9%			14.8%		52.4%	
Byrns L. Darden ES		73.7%				26.3%		
Carmel ES	8.3%		39.1%				52.6%	
Cumberland Heights ES				100.0%				
East Montgomery ES	100.0%							
Glenellen ES		45.5%			54.5%			
Hazelwood ES					51.5%			48.5%
Kenwood ES		100.0%						
Liberty ES						100.0%		
Minglewood ES						100.0%		
Montgomery Central ES				100.0%				
Moore ES	57.3%						42.7%	
Norman Smith ES	18.1%			79.4%			2.6%	
Northeast ES			67.3%		32.7%			
Oakland ES			87.4%		12.3%		0.3%	
Pisgah ES					100.0%			
Ringgold ES		77.6%						22.4%
Rossview ES			34.6%				65.4%	
Sango ES	53.2%						46.8%	
West Creek ES		33.7%			1.0%			65.4%
Woodlawn ES						100.0%		

Source: RSP & Associates

Updated: 10/09/23

Observations:

- ☐ Most of the elementary schools are Incomplete between two or more secondary feeders; 9 of 23 schools are complete feeders
See percentage breakdowns to how Incomplete elementary schools' feed into the secondary facilities
- ☐ Kirkwood and Rossview secondary campuses do not currently have any complete elementary schools feeding them

Complete Feeder Analysis

Secondary Attendance Zones:	HS Capacity	2023/24	2027/28	2023/24	2027/28	2023/24	2027/28
		ES Capacity by Feeder	ES Capacity by Feeder	ES Enrollment by Feeder	ES Enrollment by Feeder	ES Utilization by Feeder	ES Utilization by Feeder
Clarksville	1,537	2,899	2,899	2,167	2,175	74.7%	75.0%
Kenwood	1,686	2,525	2,525	2,797	2,823	<u>110.8%</u>	<u>111.8%</u>
Kirkwood	1,686	1,188	2,228	2,495	2,723	<u>210.0%</u>	<u>122.2%</u>
Montgomery Central	1,274	1,353	1,353	1,609	1,558	<u>118.9%</u>	<u>115.2%</u>
Northeast	1,705	4,049	4,049	2,731	2,827	67.4%	69.8%
Northwest	1,627	2,706	2,706	2,492	2,485	92.1%	91.8%
Rossview	1,910	4,003	4,003	2,473	2,560	61.8%	64.0%
West Creek	1,686	2,343	3,383	2,380	2,358	<u>101.6%</u>	69.7%

Note: 2023/24 columns do not include Kirkwood ES or new ES #26. They are included in the 2027/28 columns.

Source: RSP and CMCSS

Elementary Schools that physically reside in secondary zones:

- Clarksville HS: *Barksdale, East Montgomery, Moore, and Norman Smith elementary schools*
- Kenwood HS: *Byrns L. Darden, Kenwood, and Ringgold elementary schools*
- Kirkwood HS: *Kirkwood and Oakland elementary schools*
- Montgomery Central HS: *Cumberland Heights and Montgomery Central elementary schools*
- Northeast HS: *Glenellen, Hazelwood, Northeast, and Pisgah elementary schools*
- Northwest HS: *Liberty, Minglewood, and Woodlawn elementary schools*
- Rossview HS: *Burt/St. Bethlehem, Carmel, Rossview, and Sango elementary schools*
- West Creek HS: *Barkers Mills, New ES #26, and West Creek elementary schools*

Observations:

- ☐ A complete elementary to secondary feeder is not possible without capacity challenges at certain buildings and under-utilization in others
- ☐ Based purely on where ES facilities are located and their capacity, Kenwood, Kirkwood, Montgomery Central, and West Creek have challenges in 2023/24
- ☐ Based purely on where ES facilities are located and their capacity, Rossview and West Creek would be under-utilized in 2027/27
- ☐ Surrounding elementary schools have to break across the secondary attendance zones to distribute enrollment

2023/24 Elementary School Hours

Elementary Schools	<i>FULL DAY SCHEDULE</i>	AM DROP	Start Times
Barkers Mill Elementary	8:35-4:00	8:35	Late
Barksdale Elementary	8:30-3:55	8:30	Late
Burt/St. Bethlehem Elementary	8:15-3:40	8:15	Reg
Byrns L. Darden Elementary	8:35-4:00	8:35	Late
Carmel Elementary	8:30-3:55	8:30	Late
Cumberland Heights Elementary	8:15-3:40	8:15	Reg
East Montgomery Elementary	8:15-3:40	8:15	Reg
Glenellen Elementary	8:35-4:00	8:35	Late
Hazelwood Elementary	7:50-3:15	7:50	Early
Kenwood Elementary	7:50-3:15	7:50	Early
Liberty Elementary	8:35-4:00	8:35	Late
Minglewood Elementary	7:50-3:15	7:50	Early
Montgomery Central Elementary	8:15-3:40	8:15	Reg
Moore Elementary	7:50-3:15	7:50	Early
Norman Smith Elementary	8:35-4:00	8:35	Late
Northeast Elementary	7:50-3:15	7:50	Early
Oakland Elementary	8:30-3:55	8:30	Late
Pisgah Elementary	7:50-3:15	7:50	Early
Ringgold Elementary	8:35-4:00	8:35	Late
Rossvie Elementary	8:30-3:55	8:30	Late
Sango Elementary	8:15-3:40	8:15	Reg
St. Bethlehem Elementary	8:15-3:40	8:15	Reg
West Creek Elementary	8:30-3:55	8:30	Late
Woodlawn Elementary	8:15-3:40	8:15	Reg

Source: CMCSS 2023/24