

Board of Trustees

Meeting Date: 07-23-2024

Executive Summary of Board Agenda Item

Subject/Title for Agenda Posting:

Justification Statement:

Purpose of Agenda Item:

☐ Information ☐ Discussion

☐ Action

Item Type:

☐ Curriculum & Instruction

HumanResources

Business Services

Staff Responsible:

Signature of Requester(s)

Signature of Presenter(s)

Business Services Approval (Initials)

Date

Agenda Summary:

RECOMMENDATION:

PRIOR BOARD ACTION:

AWARDED:

AWARDED AMOUNT:

AMOUNT(S):

ACCOUNT NO(S):

PROCUREMENT METHOD TYPE: (3 Quotes, Cooperative Contract Quotes, Sole Source, Formal Bid)

REQUESTING DEPARTMENT:

CONSEQUENCES OF NON-APPROVAL:

IMPLEMENTATION TIMELINE:

ATTACHMENT(S): ☐



**Statement of Work
Demographic Review
Canutillo ISD
2026-27
Year One of Two-Year Project**



Population and Survey Analysts (“PASA”) welcomes the opportunity to partner with Canutillo ISD (“District”) and conduct a Demographic Review in 2026-27. This Statement of Work outlines the specific tasks, deliverables, conditions, and associated costs for the Demographic Review.

Population and Survey Analysts (“PASA”) will serve as the primary contractor for this engagement. PASA will coordinate and manage the work of specialized subcontractors engaged on this project to ensure alignment among demographic forecasting, enrollment intelligence, financial modeling, and communications strategy.

Subcontractor scopes attached and incorporated herein include:

- datience!Q– Enrollment Mobility & Market Intelligence
- VV Sopher Consulting – Strategic Communications Advisor

PASA WORK PRODUCT: 2026-27 School Year

BACKGROUND DATA COLLECTION

- Develop and maintain a Geographic Information System (GIS) mapping database that includes, but is not limited to, the following data layers: appraisal district parcel ownership, floodplain boundaries, municipal zoning and future land use plans, annexation boundaries and plans, city and regional thoroughfare plans, subdivisions and multifamily developments, oil and gas infrastructure, aerial imagery, and detailed street networks.
- Collect and analyze background data on key economic indicators, including major employers, workforce dynamics, unemployment rates, real estate market trends, and recent patterns in new housing development.

CURRENT AND PAST STUDENT POPULATION

- Geocode current and historical student data to enable spatial analysis of enrollment patterns over time.
- Analyze recent enrollment trends by quantifying student population gains and losses across residential developments.
- Calculate students-per-household ratios for major subdivisions and multifamily communities to inform localized enrollment forecasting.
- Assess the impact of private, charter, and other non-traditional educational institutions on district enrollment by evaluating enrollment shifts and patterns.

FUTURE STUDENT POPULATION

- Conduct a focused review of current and anticipated land use data to evaluate the development landscape within the District and assess the potential of large, undeveloped tracts within the District.
- Generate housing projections for subdivisions, multifamily developments, and undeveloped parcels based on land use trends, development activity, and stakeholder input.
- Construct a District-specific student projection model to estimate annual enrollment by planning unit over a ten-year horizon.
- Produce a Ten-Year Enrollment Forecast, including baseline, reduced, and accelerated growth scenarios, projecting student enrollment by grade level, districtwide, for each of the next ten years.
- Estimate campus-level enrollment by grade for the following academic year, incorporating considerations such as student transfers, specialized programs, and campus-specific characteristics. These projections are intended to support operational and staffing decisions.

ATTENDANCE ZONE PLANNING

- Align ten-year student population projections with existing school capacities to identify potential areas of underutilization, overcrowding, or other structural imbalances across the District.
- Develop data-driven attendance zone planning recommendations that evaluate the alignment of projected student populations with existing school boundaries and capacities. This analysis may include identifying areas where attendance zone modifications, grade-level realignments, new campus openings, or other enrollment

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Demographic Review
Canutillo ISD
2026-27
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management strategies should be considered to promote efficient facility utilization and balanced enrollments. *PASA will work collaboratively with the District to address emerging priorities identified during the Review.*

REPORTING

- Produce a written report detailing the findings, methodologies, and projections of the Demographic Review.
- Present the review findings in two formal settings: a virtual meeting with the District administration and a virtual presentation to the Board of Trustees, providing context, key insights, and opportunities for discussion.

TIMELINE: 2026-27 School Year

PASA will commence data collection in October 2026 and finalize the data by January 2027. Upon conclusion of the Review, PASA will deliver the data to the Board and/or the District administration. PASA is committed to presenting the findings within two months of completing the Review to ensure data integrity, consistency, and timeliness. Ideally, this would result in the final report being delivered to the Administration or Board of Trustees in February 2027. Any adjustments to this timeline will require mutual written agreement.

DELIVERABLES: 2026-27 School Year

- Ten (10) bound hard copies and one (1) PDF of the full Demographic Review report
- Ten (10) hard copies and one (1) PDF of the Development Overview map
- One (1) PDF of the Long-Range Plan
- Slide deck presented to the Administration/Board of Trustees
- Excel versions of any tables in the Demographic Review, as requested

NOTES

- The Projections Model is the proprietary property of PASA and will not be released to the District. All data developed during this project remains the property of Population and Survey Analysts and may be used for other purposes.
- PASA's GIS deliverables are proprietary and constitute intellectual property. The District is granted a limited, non-transferable license to reproduce and use PASA's GIS deliverables solely for internal purposes, provided that proper attribution to PASA is maintained on all distributed materials.
- The costs listed in this Statement of Work are valid so long as a contract is signed by July 15, 2026. After this date, the timeline and costs are subject to change.

INTEGRATED SUBCONTRACTOR SERVICES

As part of this two-year engagement, PASA will coordinate with the following subcontractors to provide integrated analytical and strategic services aligned to the District's facilities and enrollment planning efforts.

datience'IQ– Enrollment Mobility & Financial Intelligence

datience'IQ will provide enrollment mobility analysis, competitive market analytics (charter/private/virtual), attrition segmentation, and financial modeling tied to enrollment shifts. These services will run concurrently with PASA's demographic modeling to ensure unified enrollment assumptions and fiscal projections.

VV Sopher Consulting – Strategic Communications Advisory

VV Sopher will provide communications strategy development and advisory services to support the translation of demographic and facilities findings into a unified narrative for leadership, Board, and community stakeholders.

Detailed scopes for datience'IQ and VV Sopher Consulting are attached as Exhibits A and B and are incorporated by reference into this Statement of Work.

**Statement of Work
Demographic Review
Canutillo ISD
2026-27
Year One of Two-Year Project**



DISTRICT REQUIREMENTS: 2026-27 School Year

PASA requests the data below from the District for use in the Demographic Review. As the accuracy and quality of enrollment projections depend on quality and timely data, the District is encouraged to ensure the requested information and data is updated, accurate, and timely provided to PASA.

District Facilities Capacity Information

- Capacity information for each facility
- Current and/or future attendance zone boundaries in a digital format (KMZ/KML, shapefile, or geodatabase), if available. If digital files are not available, PDF maps
- All current and planned facilities/sites in a digital map format (KMZ/KML, shapefile, or geodatabase), if available
- Anything else that needs to be updated since the previous study, including changes to existing facilities, construction of new facilities, and/or land purchases

Residential Development and Land Use

- Any current information the District has available on plats, as well as names/contacts of any developers, builders, or real estate experts whom PASA should contact for the Review.

District Enrollment

- Enrollment counts as of October 2026 from the most recent PEIMS submission (Disaggregation Report with grade disaggregation showing the number of currently enrolled students for each grade)

Student Address Files

Student address files containing all students enrolled on the following date(s):

- PEIMS Snapshot Oct 2026
- PEIMS Snapshot Oct 2025
- PEIMS Snapshot Oct 2024

These data files must include as many of the fields listed below as possible. PASA will protect and preserve the confidentiality of all educational records and personally identifiable information in compliance with FERPA and District policy. The current student data file must be updated to reflect all student changes for the current school year, including the removal of withdrawn students and the addition of all newly enrolled students, to ensure the file is accurate and up to date.

- | | |
|--|--|
| • Campus Number | • Race |
| • Student ID Number | • Ethnicity |
| • Street Address (Physical Residence) | • Free/Reduced-Price Meal Eligibility Code |
| • City | • Bilingual Program Code |
| • Zip Code | • Primary Home Language Code |
| • Grade Level | • Transfer from Another School District Indicator (if available) |
| • PK3 vs. PK4 Designation (when applicable) | • Special Program Participation Indicator/Flag (Magnet, Virtual, SPED, etc.) |
| • Tuition-Based Prekindergarten Flag (when applicable) | |
| • Date of Birth | |

Please ensure the data has been fully updated for this school year and that all addresses reflect the most current residence information.

- Special program indicators should be complete, accurate, and current. This includes, but is not limited to, Free/Reduced-Price Meal eligibility, bilingual participation, virtual enrollment, prekindergarten program participation, magnet and academy programs, and any other specialized instructional programs. If a program does not have its own campus identification number (e.g., a virtual program, academy, or bilingual program offered at a different campus), the student's participation in that program should be included in the data file.
- Historical student data files should reflect enrollment as of the annual PEIMS Snapshot Date rather than end-of-year enrollment. Student counts, both overall and by grade level, should closely align with the corresponding PEIMS Disaggregation Report for that snapshot.
- Please include documentation or code definitions for any fields that use local coding structures or abbreviations.

**Statement of Work
Demographic Update
Canutillo ISD
2026-27
Year Two of Two-Year Project**



PASA WORK PRODUCT: 2027-28 School Year

The Demographic Update is designed to provide revised enrollment projections without duplicating the full scope of the research conducted in a comprehensive Demographic Review. In select years, particularly the year immediately following a full Review, this streamlined update offers sufficient data to support the District's short-term planning needs, such as attendance zone adjustments or staffing allocations. By leveraging recently collected data and maintaining continuity in demographic trends, this approach enables the District to make informed decisions while demonstrating fiscal responsibility and prudent stewardship of public resources.

STUDENT POPULATION PROJECTIONS UPDATE

- Geocode the current student population to establish an accurate spatial distribution of enrollment as of the current year.
- Reassess the impact of private, charter, and other non-traditional educational institutions on current enrollment patterns, identifying any notable shifts in student retention or competition since the 2026–27 Demographic Review.
- Conduct a high-level review of recent and ongoing housing development to adjust the assumptions and projections originally developed in the 2026–27 Demographic Review.
- Integrate annual growth assumptions from the 2026–27 Demographic Review with the updated geocoded student data to ensure continuity and consistency in projection methodology.
- Update the Districtwide Enrollment Forecast to provide revised projections for the next nine years, reflecting the most recent enrollment trends and development activity.

REPORTING

- Prepare a concise written report summarizing the findings and updated projections from the Demographic Review Update.
- Revise the Long-Range Facilities plan if applicable.
- Present the update in one virtual meeting with either the Board of Trustees or District Administration, including key takeaways and implications for the Demographic Update.

TIMELINE: 2027-28 School Year

- PASA plans to begin work on the Update in February 2028 and finalize the data in March 2028.

DELIVERABLES: 2027-28 School Year

- One (1) PDF of the Demographic Review Update report, inclusive of updated maps and data tables reflecting the revised enrollment projections.
- Slide deck presented to the Administration/Board

NOTES

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- PASA's GIS deliverables are proprietary and constitute intellectual property. The District is granted a limited, non-transferable license to reproduce and use PASA's GIS deliverables solely for internal purposes, provided that proper attribution to PASA is maintained on all distributed materials.
- The Update will not include the comprehensive, in-depth research and analysis conducted as part of the full 2026–27 Demographic Review. It is intended as a streamlined projection refresh based on established methodologies and current-year data.
- The costs listed in this Statement of Work are valid so long as a contract is signed by July 15, 2026. After this date, the timeline and costs are subject to change.

**Statement of Work
Demographic Update
Canutillo ISD
2026-27
Year Two of Two-Year Project**



DISTRICT REQUIREMENTS: 2027-28 School Year

PASA requests the data below from the District for use in the Demographic Update. As the accuracy and quality of enrollment projections depend on high-quality, timely data, the District is encouraged to ensure that the requested information and data are updated, accurate, and provided to PASA in a timely manner.

District Facilities Capacity Information

- Capacity information for each facility
- Anything else that needs to be updated since the previous Review, including changes to existing facilities, construction of new facilities, and/or land purchases

District Enrollment

- Enrollment counts as of October 2027 from the most recent PEIMS submission (Disaggregation Report with grade disaggregation showing the number of currently enrolled students for each grade)

Student Address Files

Student address files containing all students enrolled on the following date(s):

- PEIMS Snapshot Oct 2027

These data files must include as many of the fields listed below as possible. PASA will protect and preserve the confidentiality of all educational records and personally identifiable information in compliance with FERPA and District policy. The current student data file must be updated to reflect all student changes for the current school year, including removing withdrawn students and adding newly enrolled students, to ensure the file is accurate and up to date.

- | | |
|--|--|
| • Campus Number | • Race |
| • Student ID Number | • Ethnicity |
| • Street Address (Physical Residence) | • Free/Reduced-Price Meal Eligibility Code |
| • City | • Bilingual Program Code |
| • Zip Code | • Primary Home Language Code |
| • Grade Level | • Transfer from Another School District Indicator (if available) |
| • PK3 vs. PK4 Designation (when applicable) | • Special Program Participation Indicator/Flag (Magnet, Virtual, SPED, etc.) |
| • Tuition-Based Prekindergarten Flag (when applicable) | |
| • Date of Birth | |

Please ensure the data has been fully updated for this school year and that all addresses reflect the most current residence information.

- Special program indicators should be complete, accurate, and current. This includes, but is not limited to, Free/Reduced-Price Meal eligibility, bilingual participation, virtual enrollment, prekindergarten program participation, magnet and academy programs, and any other specialized instructional programs. If a program does not have its own campus identification number (e.g., a virtual program, academy, or bilingual program offered at a different campus), the student's participation in that program should be included in the data file.
- Historical student data files should reflect enrollment as of the annual PEIMS Snapshot Date rather than end-of-year enrollment. Student counts, both overall and by grade level, should closely align with the corresponding PEIMS Disaggregation Report for that snapshot.
- Please include documentation or code definitions for any fields that use local coding structures or abbreviations.

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Demographic Review & Update
Canutillo ISD
2026-27 & 2027-28**



PRICING AND PAYMENT TERMS

TOTAL COST:	\$99,600
Portion of Cost Due in 2026-27:	\$49,800
Portion of Cost Due in 2027-28:	\$49,800

Note: The total contract amount includes PASA services as well as coordinated subcontractor services provided by datience'IQ and VV Sopher Consulting as outlined in the attached Exhibits.

TWO-YEAR CONTRACT STRUCTURE AND SCOPE

This Statement of Work ("SOW") is structured as a two-year engagement. The District agrees to contract for and receive:

- Year One: PASA will conduct a comprehensive Demographic Review analyzing enrollment trends, housing development, and future enrollment projections to support long-range district planning. During this phase, datience'IQ will provide advanced enrollment intelligence and analytics related to student mobility, alternative education participation, and data validation, while VV Sopher Consulting will develop a strategic communications framework to support leadership messaging and stakeholder engagement as planning scenarios are evaluated.
- Year Two: PASA will prepare a Demographic Update incorporating new data, revised development activity, and refreshed enrollment projections. datience'IQ will continue providing analytical dashboards and enrollment intelligence updates, while VV Sopher Consulting will provide advisory support to help refine messaging and maintain stakeholder alignment as planning considerations move toward implementation.

Execution of this SOW constitutes the District's commitment to both the Year One Demographic Review and the Year Two Demographic Update, which together represent a single, integrated scope of work designed to provide continuity, consistency, and comparability of analysis across years.

The total cost of this two-year engagement reflects the combined price of the Year One Demographic Review and the Year Two Demographic Update. For budgeting and invoicing purposes, the total contract amount is split evenly between the two years, with one-half of the total contract price invoiced in Year One and the other half in Year Two. This pricing structure is offered in recognition of the District's two-year commitment and the efficiencies gained through continuity of data, methodology, and staff involvement.

EARLY TERMINATION

The pricing structure in this agreement is contingent upon completion of the full two-year engagement. If the District elects to terminate this agreement for any reason prior to completion of the Year Two Demographic Update, then the District will be invoiced for work completed up to the date of termination and the remaining portion of the Year One Demographic Review, VV Sopher and datience'IQ services that were deferred as part of the combined two-year pricing arrangement, \$28,780.

ADDITIONAL ATTENDANCE ZONE PLANNING – As Needed

- Collaborate with District administrators to develop additional attendance zone scenarios based on evolving priorities, feedback, or planning needs.
- Services beyond the scope of this Demographic Review will be provided on an as-needed basis and billed according to the rates listed below, contingent upon prior request or written authorization from the District.

ADDITIONAL SERVICES – As Needed

Tasks requested by the School District beyond the scope of this Statement of Work will be billed at the following rates. These additional costs are typically associated with long-range planning, attendance zone planning, bond planning, or additional presentations.

In-person meetings	\$2,500/mtg
Remote presentations (via Zoom, Teams, etc.)	\$1,000/mtg
Professional tasks	\$380/hr
GIS-related tasks	\$210/hr

**Statement of Work
Demographic Review & Update
Canutillo ISD
2026-27 & 2027-28**



ACKNOWLEDGEMENTS

This confirms the agreement by which Canutillo ISD ("District") is engaging Population and Survey Analysts ("PASA") to perform a Demographic Review in 2026-27 and a Demographic Update in 2027-28. Population and Survey Analysts ("PASA") will serve as the primary contractor for this engagement.

Subcontractor scopes attached and incorporated herein include:

Exhibit A: datienceIQ – Enrollment Mobility & Market Intelligence

Exhibit B: VV Sopher Consulting – Strategic Communications Advisor

Compensation

As compensation for services rendered, the School District will pay PASA \$99,600, split evenly over the two years, with one-half of the total contract price invoiced in Year One and the other half invoiced in Year Two.

Invoice Schedule

2026-2027

20% at the end of month 1

20% at the end of month 2

20% at the end of month 3

40% upon completion of the Deliverables

2027-2028

50% at the end of month 1

50% upon completion of the Deliverables

Project Timeline

PASA expects to conduct the Review during August 2026 – January 2027 and the Update during February 2028 - March 2028. These timelines can be modified to meet the School District's needs.

Considerations

PASA's characteristic approach to Demographic Studies is to gather a wide array of data based on each district's unique intricacies. Enrollment projections are professional opinions and conclusions, and PASA makes every effort to make them as accurate as reasonably possible. However, PASA cannot guarantee enrollment projections. Enrollment projections are formulated based on assumptions drawn from information available at the time of the Review. These assumptions, clearly outlined and deliberated in the report, encompass a wide range of factors, including economic indicators, housing trends, historical enrollment data, birth rates, and the opening of charter/private schools. Furthermore, educational factors determined by the District are also given due consideration. Finally, information and data quality are essential. The District should take special care to ensure data and information provided to PASA is as complete, up-to-date, and accurate as possible. Given this comprehensive approach, it's essential for District staff to consistently evaluate and scrutinize PASA's enrollment forecasts to address the district's evolving needs effectively.

Liability and Disclaimer

The District acknowledges that enrollment projections provided by PASA are professional opinions and conclusions based on information and assumptions gathered at a specific point in time and are subject to change due to the dynamic nature of various factors. As a result, the District understands that PASA cannot guarantee the enrollment projections. Therefore, to the fullest extent authorized under the Constitution and Laws of the State of Texas, the District agrees to waive and release PASA from all liability and decline to pursue legal action in the event the enrollment projections fail to align with actual enrollment figures.

Stacey Tepera, President
Population and Survey Analysts
Date: 6/29/26

Dr. Oscar Rico, Deputy Superintendent
Canutillo ISD
Date: _____



All-Inclusive Education Intelligence Suite

Quarterly Scope of Services — 2026-2027 & 2027-2028

Canutillo Independent School District

Superintendent of Schools: **Dr. Josue D. Borrego**

Current Enrollment: **5,620 Students**

Prepared by

Eric Penrod

Founder | CEO, datience'IQ

epenrod@datienceiq.com | (512) 627-2251

*Every child deserves to be known, valued, and educated to the height of their ability:
never left to chance, but lifted by design.*

datience'IQ

All-Inclusive Education Intelligence Suite

Quarterly Scope of Services | Canutillo ISD | 2026-2027 & 2027-2028

datience'IQ delivers a comprehensive, flat-fee portfolio of geospatial intelligence, advanced analytics, and targeted engagement tools—no add-ons, no hidden costs. The engagement is structured across four quarters aligned with the academic calendar, ensuring actionable intelligence arrives when district leadership needs it most.

Service Pillar	Scope
Lost Learners	Year-round leaver analysis and recovery intelligence targeting students coded as dropouts (98), unaccounted, or residing within boundaries but not enrolled. Includes BOY, MOY, and EOY leaver cycles with geospatial dashboards.
BoundaryInsight	Identifies students attending charter, private, or homeschool programs plus emerging learners (ages 0–4) using address/device data, census records, and daycare mapping to drive early family engagement and enrollment growth.
TalentMatch Pro	Data-driven educator recruitment platform built on 2M+ TEA certification records. Enables proactive candidate filtering by certification, geography, experience, and commute—updated annually each October.
VoterInsight	Voter behavior and demographic analysis for bond and public initiative campaigns, including historical voter files, turnout mapping, precinct segmentation, and bond passage likelihood modeling.
DataSure	Expert data cleaning, correction, and standardization services ensuring PEIMS accuracy, address validation, duplicate resolution, and compliance-ready datasets.

Quarter	Period	Key Deliverables	Strategic Focus
Q1	Aug–Oct	Local Businesses Dashboard; BOY Leaver Analysis + Dashboard; DataSure Dashboard; Homeschool Dashboard; Historical Leaver/Newcomer Analysis + Dashboard; Charter & Private School Intelligence Suite (6 products)	Establish the analytical baseline: map student attrition, validate data integrity, and quantify competitive threats from charter, private, and homeschool alternatives.
Q2	Nov–Jan	Emerging PreK-Kinder Analysis + Dashboard; TalentMatch Pro Database + Dashboard	Forward-looking strategy: identify early childhood enrollment pipeline opportunities and deploy proactive educator recruitment intelligence.
Q3	Feb–Apr	MOY Leaver Analysis + Dashboard; Eligible Voter Analysis + Dashboard; Bond Likelihood Analysis	Mid-year monitoring and civic analytics: track in-year attrition and deliver precinct-level voter intelligence to support bond planning.
Q4	May–Jul	EOY Leaver Analysis + Dashboard (incl. pending 98s); Custom Analysis & Dashboards (ongoing)	Year-end reconciliation: complete the annual enrollment intelligence cycle and establish the strategic baseline for the following year.

datience'IQ

Enrollment Intelligence Services

Annual Scope of Services

Quarterly Deliverable Schedule

2026-2027 & 2027-28 Engagement Period

Note: Year Two services will continue the same quarterly cadence established during Year One, providing updated analyses, dashboards, and strategic intelligence using the most current available data.

Every child deserves to be seen.

QUARTER 1: Foundation & Beginning-of-Year Intelligence

August – October 2026

Quarter 1 establishes the analytical foundation for the engagement. Immediately upon the start of the school year, datience'IQ delivers real-time business landscape intelligence and comprehensive beginning-of-year leaver analyses. As PEIMS snapshot data becomes available, the team layers in data quality assurance, homeschool tracking, historical enrollment trend modeling, and competitive intelligence on charter and private school activity—equipping district leadership with an immediate and actionable picture of where students are going, why, and what market forces are at play.

Deliverable	Target Date	Scope & Description
Local Businesses Dashboard	August 15, 2026	An interactive geospatial dashboard mapping active businesses within and adjacent to district boundaries. This tool helps leadership understand economic development patterns, identify areas of commercial growth that may correlate with residential expansion, and inform strategic conversations around enrollment projections and community partnerships.
BOY Leaver Analysis	September 1, 2026	A comprehensive beginning-of-year student leaver analysis identifying every student who left the district's enrollment rolls between the prior EOY snapshot and the current school year. The analysis categorizes leavers by destination type (charter, private, homeschool, neighboring district, or out-of-area), maps their geographic distribution, and quantifies the revenue impact of each leaver segment to inform targeted re-engagement strategies.
BOY Leaver Dashboard	September 1, 2026	An interactive companion dashboard to the BOY Leaver Analysis, enabling district stakeholders to filter and explore leaver data by campus, grade level, destination type, and geography. The dashboard provides at-a-glance metrics on total attrition, revenue impact, and spatial clustering patterns that highlight which neighborhoods and campuses are most affected.
DataSure Dashboard	September 15, 2026	A data quality assurance dashboard that cross-references PEIMS enrollment records against known leaver destinations and coding anomalies. DataSure flags potential leaver code misclassifications, missing withdrawal records, and students who may still appear on district rolls despite having enrolled elsewhere—helping districts improve PEIMS accuracy and protect per-pupil funding allocations.
Homeschool Dashboard	October 1, 2026	A dedicated analytics dashboard tracking students who have withdrawn to homeschool status. This tool maps homeschool withdrawal concentrations, identifies grade-level trends, and provides longitudinal comparisons to help districts understand the magnitude and trajectory of homeschool attrition within their community.
Historical Leaver & Newcomer Analysis	October 1, 2026	A multi-year longitudinal analysis of student mobility patterns, examining both outbound leavers and inbound newcomers over three or more academic cycles. This analysis reveals persistent enrollment trends, identifies whether attrition is accelerating or stabilizing, and pinpoints the feeder patterns and destination corridors that drive net enrollment change.
Historical Leaver & Newcomer Dashboard	October 1, 2026	An interactive dashboard presenting historical leaver and newcomer trends with year-over-year comparison capabilities. District leaders can explore mobility data across time, campus, and geography to identify emerging shifts in enrollment composition and evaluate the long-term effectiveness of retention initiatives.
Charter & Private School Webpage Dashboard	October 1, 2026	A competitive intelligence dashboard that aggregates and monitors enrollment-related information published on charter and private school websites operating within or near district boundaries. This tool tracks application windows, waitlist announcements, expansion plans, and

Deliverable	Target Date	Scope & Description
		marketing positioning to keep district leadership informed of competitive activity in real time.
Charter School Analysis	October 1, 2026	A deep-dive analytical report on charter school competition within the district's enrollment zone. The analysis examines charter school enrollment growth trajectories, student draw patterns by campus and grade level, geographic overlap with district attendance zones, and the demographic profile of students choosing charter alternatives—quantifying the competitive threat and identifying the highest-risk campuses.
Charter School Dashboard	October 1, 2026	An interactive geospatial dashboard visualizing charter school locations, enrollment volumes, growth rates, and student draw areas relative to district boundaries. The dashboard enables leadership to monitor charter market penetration by geography and evaluate where competitive pressure is most acute.
Private School Analysis	October 1, 2026	A comprehensive analysis of private school enrollment dynamics within the district's service area. This report maps private school locations, estimates enrollment volumes by institution, identifies the demographic and geographic profile of families choosing private education, and assesses the tuition landscape to understand competitive positioning and potential vulnerability to voucher or ESA policy changes.
Private School Dashboard	October 1, 2026	An interactive dashboard presenting private school competitive intelligence alongside district enrollment data. Stakeholders can explore private school density, estimated enrollment, tuition bands, and geographic draw patterns to assess the scope of private school competition across the district footprint.

QUARTER 2: Early Childhood, Talent Intelligence & Mid-Year Monitoring

November 2026 – January 2027

Quarter 2 shifts focus to forward-looking strategic areas: early childhood pipeline analysis, educator workforce intelligence, and mid-year enrollment monitoring. The Emerging PreK-Kinder Analysis identifies neighborhoods with growing populations of enrollment-eligible children, enabling proactive outreach and capacity planning. TalentMatch Pro provides a searchable intelligence database of certified Texas educators to support strategic hiring. Meanwhile, mid-year leaver tracking ensures the district maintains continuous visibility into student departures as the year progresses.

Deliverable	Target Date	Scope & Description
Emerging PreK-Kinder Analysis	December 1, 2026	A spatial demographic analysis identifying neighborhoods and census block groups with high concentrations of children approaching PreK and Kindergarten enrollment age. The analysis layers birth data estimates, housing development trends, and historical enrollment capture rates to forecast emerging demand and highlight areas where proactive recruitment could yield the greatest enrollment gains.
Emerging PreK-Kinder Dashboard	December 1, 2026	An interactive geospatial dashboard visualizing the emerging early childhood population across the district. Leadership can explore PreK-Kinder-eligible population density, campus proximity, and historical capture rates to inform decisions around early childhood program placement, marketing, and family engagement investments.
TalentMatch Pro Database	December 1, 2026	A comprehensive, searchable database of Texas-certified educators built from TEA certification records encompassing 2+ million rows of staff and credential data. TalentMatch Pro enables districts to identify qualified educator candidates by certification area, geographic proximity, experience level, and current employment status—transforming the district's approach to teacher recruitment from reactive job postings to proactive talent intelligence.
TalentMatch Dashboard	December 1, 2026	An interactive dashboard layered on top of the TalentMatch Pro Database, providing district HR and talent acquisition teams with visual search, filtering, and mapping tools to identify and prioritize educator candidates. The dashboard surfaces certification gaps, geographic talent pools, and workforce pipeline metrics to support data-driven hiring strategies.

QUARTER 3: Mid-Year Intelligence, Voter Analytics & Bond Strategy

February – April 2027

Quarter 3 delivers mid-year enrollment monitoring and introduces a suite of civic analytics tools designed to support bond planning and community engagement. The MOY Leaver Analysis captures students departing during the school year, while the Eligible Voter Analysis and Bond Likelihood modeling provide district leadership with precinct-level intelligence on voter composition, turnout propensity, and bond passage probability—essential for informed election strategy and community communication planning.

Deliverable	Target Date	Scope & Description
MOY Leaver Analysis	February 1, 2027	A mid-year student leaver analysis capturing all students who have withdrawn from district enrollment between the BOY snapshot and the current mid-year reporting period. This analysis identifies real-time attrition patterns, flags campuses experiencing elevated mid-year departures, and categorizes destinations to determine whether departures are driven by competition, mobility, or policy-related factors.
MOY Leaver Dashboard	February 1, 2027	An interactive dashboard presenting mid-year leaver data with campus-level drill-down, destination analysis, and geographic heat mapping. This tool enables leadership to monitor in-year attrition as it unfolds and take timely corrective action where student losses are concentrated.
Eligible Voter Analysis	March 1, 2027	A comprehensive analysis of the registered voter population within district boundaries, segmented by precinct, voting history, demographic profile, and propensity to vote in school district elections. This deliverable provides the statistical foundation for understanding the district's electoral landscape and identifying which voter segments are most likely to support or oppose bond and tax rate elections.
Voter Dashboard	March 1, 2027	An interactive precinct-level dashboard enabling district leadership and communications teams to explore voter registration data, historical turnout rates, and demographic composition across the district's electoral geography. The dashboard supports scenario modeling for voter outreach prioritization and election strategy development.
Bond Likelihood Analysis	March 1, 2027	A predictive analytics model estimating the probability of bond passage across various election scenarios. The analysis incorporates historical election results, voter turnout modeling, demographic propensity scoring, and precinct-level sentiment indicators to project passage likelihood under different turnout assumptions—providing leadership with data-driven guidance for bond package sizing, timing, and community engagement strategy.

QUARTER 4: End-of-Year Reconciliation & Continuous Support

May – July 2027

Quarter 4 closes the annual engagement cycle with comprehensive end-of-year enrollment reconciliation. The EOY Leaver Analysis captures all student departures through the final PEIMS snapshot, including pending Leaver Reason Code 98 students whose destinations remain unresolved. This final deliverable completes the full-year enrollment intelligence picture and positions the district to enter the following school year with a clear understanding of net enrollment change, persistent attrition patterns, and strategic priorities for the year ahead.

Deliverable	Target Date	Scope & Description
EOY Leaver Analysis (incl. pending 98s)	June 1, 2027	A comprehensive end-of-year student leaver analysis encompassing all withdrawals through the final PEIMS reporting period. This analysis includes students coded with Leaver Reason Code 98 (other/pending verification), investigates unresolved coding to improve accuracy, and delivers a complete accounting of annual enrollment attrition by destination, campus, grade, and geography—serving as the definitive enrollment intelligence baseline for the upcoming year.
EOY Leaver Dashboard (incl. pending 98s)	June 1, 2027	An interactive year-end dashboard presenting the full scope of annual student attrition, including pending Code 98 students. District stakeholders can compare BOY, MOY, and EOY leaver patterns side by side, assess full-year revenue impact, and identify persistent attrition corridors to inform strategic planning and budget forecasting for the next academic cycle.
Other Analysis & Dashboards	Ongoing	Custom analytical products and dashboards developed on an as-needed basis throughout the engagement. These may include ad hoc enrollment scenario modeling, boundary adjustment impact analysis, demographic forecasting, school board presentation materials, or any additional data intelligence deliverables requested by district leadership to address emerging strategic questions.

CONSOLIDATED DELIVERY TIMELINE

Target Date	Deliverables
August 15, 2026	Local Businesses Dashboard
September 1, 2026	BOY Leaver Analysis + Dashboard
September 15, 2026	DataSure Dashboard
October 1, 2026	Homeschool Dashboard; Historical Leaver & Newcomer Analysis + Dashboard; Charter & Private School Webpage Dashboard; Charter School Analysis + Dashboard; Private School Analysis + Dashboard
December 1, 2026	Emerging PreK-Kinder Analysis + Dashboard; TalentMatch Pro Database + Dashboard
February 1, 2027	MOY Leaver Analysis + Dashboard
March 1, 2027	Eligible Voter Analysis + Dashboard; Bond Likelihood Analysis
June 1, 2027	EOY Leaver Analysis + Dashboard (incl. pending 98s)
Ongoing	Custom Analysis & Dashboards as requested

datience'IQ

Austin, Texas

Every child deserves to be seen.

Unless otherwise noted, the deliverables, analyses, dashboards, and reporting schedule described for the 2026–2027 engagement will be repeated during the 2027–2028 engagement using updated district, demographic, and enrollment data.

VERONICA V. SOPHER

COMMUNICATIONS EXPERT

from Veronica V. Sopher K-12 Education Consulting

Survey Sampling + Community Engagement Strategy

Veronica V. Sopher K-12 Education Consulting Team's Responsibilities:

- Community engagement strategy
- Open public meeting facilitation framework
- Survey design refinement (perception-focused)
- Sampling communication strategy
- Data narrative development
- Leadership messaging + trust-building
- Integration of survey findings with community narrative

Community Facilitation & Narrative Synthesis Partner

Our Core Role

While PASA provides statistical rigor and enrollment projections, our team provides:

- Expert facilitation of structured community conversations
- Thematic synthesis of qualitative input
- Integration of survey findings with public perception
- Clear narrative development for board and leadership decision-making

We specialize in helping districts move from:

"We gathered feedback" to "We understand what this means and how to respond."

I. Community Engagement Framework

Objective

Support PASA's projection work by gathering structured, meaningful qualitative input before and during statistically significant sampling.

Enrollment conversations require skilled facilitation to produce insight rather than noise.

Our team brings extensive experience leading high-stakes district conversations related to transitions, enrollment shifts, program changes, and public perception.

Our Approach

Each open public meeting will be:

- Purpose-driven and consistently structured
- Facilitated using a standardized protocol across all six segments
- Designed to extract comparable insights
- Documented using structured listening tools

Meeting Deliverables

- Standardized facilitation guide
- Slide deck aligned to PASA's projections
- Guided discussion protocols
- Moderator support
- Structured documentation templates

Our Responsibilities

1. Pre-Meeting Communications Strategy

Messaging framework introducing the enrollment projections project
Segment-specific communication toolkits
FAQ development to clarify purpose and process
Superintendent + board talking points

2. Open Public Meeting Design

For each of the six middle school-aligned segments:

Standardized facilitation guide
Slide deck template aligned to PASA's data
Discussion prompts focused on:
 Residential decision-making drivers
 Economic considerations
 Neighborhood school preference
 Transportation vs. proximity
 Choice program perceptions
 Grade band experience

Structured listening capture system

We ensure meetings are structured for insight, not open-mic frustration.

II. Statistically Significant Survey Support

PASA will design and validate the statistically significant sampling process.

Our team ensures the survey aligns with the themes emerging from community dialogue and is clearly understood by participants.

A. Survey Instrument Refinement

- Language clarity review
- Perception-based question framing
- Alignment between meeting themes and survey design
- Neutral wording review to protect credibility

B. Sampling Communication Strategy

- Clear explanation of how statistically significant sampling works
- Public-facing graphics explaining representativeness
- Transparency messaging to build confidence

C. Participation Strategy

- Segment-based outreach campaign
- Multi-channel reminder cadence
- Equity lens to reach underrepresented groups

III. Data Narrative & Reporting

This is where our expertise is most differentiated. Many districts gather feedback, but few systematically code and synthesize it. We specialize in translating community sentiment into strategic insight.

Deliverables:

Segment-level community perception summaries
District-wide narrative synthesis
Board-ready presentation deck
Executive messaging brief for superintendent

Focus Areas:

Alignment or disconnect between perception and projected trends
Drivers influencing residential and school choice decisions
Areas of reputational strength or vulnerability
Messaging implications moving forward

IV. Integration of Quantitative + Qualitative Findings

PASA provides the projections. We integrate those projections with lived community experience.

Deliverables

- Segment-level perception summaries
- District-wide narrative synthesis
- Executive briefing memo
- Board-ready presentation deck
- Superintendent talking points

We help leadership answer:

- What is influencing residential mobility?
- What drives school selection decisions?
- Where does perception align or diverge from projected trends?
- What strategic communication adjustments are necessary?

V. Leadership Communication & Trust Support

Enrollment discussions can create uncertainty.

Our team provides:

- Anticipatory Q&A development
- Community rollout messaging
- Board communication guidance
- Framing language to reduce misinterpretation

Our role ensures findings are presented clearly, calmly, and strategically.

Conclusion

In partnership with PASA's demographic and statistical expertise, our team will design and implement a structured community engagement and survey communications strategy that ensures statistically valid sampling is paired with meaningful community voice. Our approach ensures clarity, consistency, and trust throughout the process.

August 5, 2026

Canutillo ISD
Dr. Oscar Rico
7965 Artcraft
El Paso, TX 79932
915-877-4000
Sent via email: orico@canutillo-isd.org

Subject: 2026-27 and 2027-28 Demographic Study and Attendance Zone Planning

Dear Dr. Oscar Rico,

Metrostudy, Inc. dba Zonda Intelligence, a Delaware limited liability company, is pleased to present this agreement to provide demographic services to CANUTILLO ISD.

1. SCOPE OF WORK

The following is a summary of the services that will be completed to provide you with the demographic report.

Demographic Study 2026-27...estimated completion date week of 01/15/2027.....\$21,000.00

- Analyze existing demographics and enrollment history for all attendance levels.
- Provide ten-year enrollment forecast by campus and grade level.
- Geo-code student database to assess current attendance patterns.
- Review single family and multi-family building patterns.
- Housing research including new starts, closings, developed vacant lots and future lots.
- Future and existing multifamily tracking.
- Single family and multifamily yield analysis.
- Deed transaction report and analysis.
- 1 review meeting and 1 board presentation

Attendance Zone Project...estimated completion date week of 01/15/2027.....\$20,000.00

- ZE will utilize GIS software to build attendance zones using forecasted enrollment.
- Review race, ethnicity and economic disadvantaged percentages based on scenarios.
- Assist administration with planning sessions to review options.
- Student Impact reports.
- New electronic maps with updated approved attendance zones.

Demographic Study 2027-28 update estimated completion date week of 02/15/2028...\$15,000.00

- Update demographics and enrollment history for all attendance levels.
- Adjust ten-year enrollment forecast by campus and grade level.

- Geo-code student database to assess current attendance patterns.
- Review single family and multi-family building patterns.
- Update housing research including new starts, closings, developed vacant lots and future lots.
- Update future and existing multifamily tracking.
- Single family and multifamily yield analysis.
- Deed transaction report and analysis.
- 1 review meeting and 1 board presentation

2. DELIVERABLES AND TIMING

Our consultants will review and present a demographic report that includes both written findings and key illustrative exhibits such as regional economic conditions, enrollment patterns, housing data and comparisons, enrollment projections and key takeaways. We anticipate delivering a draft of the demographic report to be reviewed with the administrative team by the consultant within 6-8 weeks after receiving the requested student data. If needed, the consultant will present the demographic report at a scheduled and agreed upon date after the review has been completed. The presentation may be recorded, virtual or in person.

3. FEE REQUIREMENTS

Fees. The fees for the scope of work under this Agreement are **\$56,000.00**. Such fees include one review of the draft report and one presentation annually. Additional in-person meetings will be charged separately.

THE FEES DO NOT INCLUDE SALES, USE, EXCISE OR ANY OTHER GOVERNMENT TAXES OR FEES. If Client claims tax-exempt status, Client shall provide proof of such status prior to invoicing. If Client is not tax-exempt, Client shall be solely responsible for paying all applicable taxes and fees.

One Time Billing. An invoice will be emailed to the district's contact within 30 days of completion of this signed agreement.

Payment. Please remit payment to Zonda Intelligence, P.O. Box 846075, Los Angeles, CA 90084.

Termination Prior to Research Completion. If for some reason the Client decides to end this engagement before completion, upon written notification, Zonda Intelligence will stop work immediately and bill for work completed to date.

4. TERMS AND CONDITIONS

General. Client is responsible for timely, accurately and completely providing Zonda Intelligence with all material information known to Client or any of its Representatives (including, without limitation, regarding Client's plans and expectations) that reasonably could be expected to affect our services hereunder,

the Report or the realization of results projected in the Report. No guarantee is made regarding the Report or any result or outcome projected therein. There will usually be differences between projected and actual results and outcomes, and the differences may be material. Nothing in this Agreement or the Report, express or implied, is intended to or shall confer upon any person, other than the named parties to this Agreement and their successors and permitted assigns, any right, benefit or remedy of any nature whatsoever under or by reason of this Agreement or the Report.

Limitations of Liability. In no event shall Zonda Intelligence or any of its parents, subsidiaries, affiliates, directors, officers, employees, contractors, agents, licensors and suppliers (collectively, the "Research Group") be liable, whether a claim be in tort, contract, or otherwise, for any of: (a) any indirect, special, incidental, reliance, consequential (including lost profits or revenue), exemplary, punitive, loss or similar damages arising out of or relating to this Agreement, any services rendered by Zonda Intelligence hereunder or any other subject matter hereof, even if Zonda Intelligence has been apprised of the possibility thereof; and (b) damages, including but not limited to attorneys' fees, exceeding, in the aggregate for all claims arising out of or relating to this Agreement, any services rendered by Zonda Intelligence hereunder or any other subject matter hereof, the total professional fees paid by Client and received by Zonda Intelligence pursuant to this Agreement. It is further understood and agreed that the Research Group shall not be liable for any claim in the event that Zonda Intelligence is not: (i) notified promptly by Client upon Client becoming aware of the existence of such claim, and (ii) given a reasonable opportunity to cure or mitigate such claim if possible. It is understood and agreed that this Limitations of Liability paragraph shall survive the termination of this Agreement and Zonda Intelligence' engagement hereunder. The foregoing limitations shall apply notwithstanding any failure of essential purpose of any remedy.

Relationship of Parties. Zonda Intelligence shall serve as an independent contractor to Client, and under no circumstances shall Zonda Intelligence be, or be deemed to be, a partner, agent, servant, distributor or employee of Client in relation to performance hereunder.

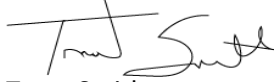
Entire Agreement. etc. This Agreement sets forth the entire agreement and understanding of Zonda Intelligence and Client regarding the subject matter hereof and supersedes any and all prior and contemporaneous agreements and understandings between the parties with respect to such subject matter. No modification or waiver of any terms of this Agreement shall be valid and binding unless agreed to in writing by Zonda Intelligence and Client. A waiver of any specific term hereof shall not be deemed to constitute a waiver of any other term hereof, nor shall a waiver of any one or more occasions be deemed to imply or constitute a waiver of the same or any other term on any other occasion. Client may not assign or delegate this Agreement, in whole or in part, whether by operation of law or otherwise, without the prior written consent of Zonda Intelligence.

Counterparts; Signatures. This Agreement and any amendments, waivers or supplements to this Agreement may be executed in any number of counterparts, each of which when so executed and delivered shall be deemed to be an original. Facsimile copies of signatures, however delivered (including, without limitation, via email), shall be deemed equally binding as originals.

5. ACCEPTANCE

We look forward to working with you. The signed Agreement may be returned via e-mail.

Respectfully submitted,



Trent Smith
Director of Business Development, Zonda Demographics
817.739.8035
tsmith@zondahome.com

AGREED AND ACCEPTED:

Client accepts this Agreement by the signature below:

CANUTILLO ISD

Signature: _____

Print Name: _____

Print Title: _____

Date: _____