



**Regular Meeting of the
Board of Directors of Citizens of the World Kansas City**

Zoom Link: <https://us02web.zoom.us/j/7268455026>
Passcode: 225236

Join by Phone:
(301) 715-8592 | Meeting ID: 726 845 5026
Passcode: 225236

Date: Thursday, September 17th, 2020, 5:30pm

Proposed Minutes

1. Call to Order

Mr. Norris called the meeting to order at 5:35 p.m.

Mr. Norris welcomed the members of the public in attendance and gave an overview of the meeting order.

2. Roll Call by Board Chair

Mr. Norris proceeded with roll call.

Present:

Ms. Tonia Gilbert
Mr. Jacob Littrell
Mr. Jim MacDonald (6:48 p.m.)
Mr. Miguel Meneses
Mr. Derrick Nelson (7:40 p.m.)
Mr. Luke Norris
Mr. Jeff Phillips
Ms. Maria Salcedo

Absent:

Mrs. Johna Sutton

Mr. Norris determined that with 6 of 9 (later 7 of 9) Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Ms. Gilbert moved to approve the agenda as proposed and Mr. Phillips provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments

Mr. Norris introduced himself, thanked the public on the call, and provided an overview of the public comment process and guidelines. Mr. Norris then invited public comment.

Mr. Rustman (parent of CWC students) – provided feedback that the remote environment requires a high level of parent interaction and is in favor of at least Remote Plus.

Ms. Koenig (parent of CWC students) – also provided feedback that while the faculty is being fantastic, the remote environment requires a high level of parent interaction.

Mrs. Langford (parent of CWC students) – provided feedback that the remote environment requires a high level of parent interaction and is in favor of in-person learning.

Mr. Langford (parent of CWC students) – provided feedback that the remote environment is not capturing the values of the school and curriculum and is in favor of in-person learning.

Mr. Gibler (parent of CWC student) – provided feedback that the gating criteria should be re-evaluated and is in favor of in-person learning.

Ms. Maggio (parent of CWC student) - also provided feedback that while the faculty is being fantastic, the remote environment requires a high level of parent interaction.

Ms. Null (parent of CWC student) - also provided feedback that while the faculty is being fantastic, the remote environment requires a high level of parent interaction.

Ms. Roberson (faculty at CWC and a parent of CWC students) – spoke in favor of remaining in remote learning.

Ms. Miller (parent of CWC student) - also provided feedback that while the faculty is being fantastic, the remote environment requires a high level of parent interaction and is in favor of in-person learning.

Ms. Estrada (parent of CWC student) – provided feedback on her experience.

Ms. Lindemann (parent of CWC students) – provided her perspective, encouraged the faculty, and encouraged parents to reset their expectations.

Ms. Behrens (parent of CWC student) – provided her perspective and gave feedback on her experience.

Ms. Massey (parent of CWC student) – spoke in favor of remaining in remote learning and encouraged the Board to consider the perspective of teachers and high-risk staff.

Ms. Edwards (parent of CWC student) - provided feedback that the gating criteria should be re-evaluated and is in favor of in-person learning.

Ms. Ellis-Johnson (parent of CWC students) – provided feedback that if the gating criteria is changed, that would lead to a high level of stress on teachers and parents and encouraged the school team to supervise safe internet practices.

5. Review & Consideration of minutes from the August 20th, 2020 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the August 20th, 2020 Regular Meeting of the Board.

Mr. Phillips moved to approve the minutes as proposed and Ms. Gilbert provided a second. The motion was unanimously approved with none abstaining.

6. CWCS National Update (Ms. Laura Furlong)

a. Charter Renewal & Regional Support

Ms. Furlong provided an overview of the support and development work that the national network is currently providing CWC Kansas City.

Mr. Norris asked Ms. Furlong how CWCS can lean in to help create a baseline of academic comparison between last spring and this fall? And secondly, how was IXL identified as a tool and does it meet Missouri state standards? Ms. Furlong replied that IXL is a diagnostic and progress monitor, not an achievement assessment. NWEA is supporting a remote assessment option and CWCS is discussing future use of NWEA with Mr. Hile.

b. CWCS Executive Director Search Update

Ms. Furlong reported that Ms. Rodriguez is continuing to serve as interim CEO of CWCS and will serve in that role through the end of spring. CWCS re-launched the permanent CEO search this week with a goal of filling it in early spring.

c. Citizens of the World Cincinnati Update

Ms. Furlong shared that CWCS hired the Founding Executive Director for CWC Cincinnati and they started this past week.

Mr. Norris asked Ms. Furlong what CWCS' guidance to CWC Kansas City is regarding school reopening. Ms. Furlong advised the Board to look through an equity lens and continue to be as transparent as possible to everyone (parents and staff) know what to expect.

7. Monthly Finance Report (Mr. Jeff Phillips)

a. Finance Committee Report

Mr. Phillips reported that the school ended August with a cash balance of \$536k and the only debt being the final loan repayment to CWCS due in the spring. The PPP loan is not listed because the Finance Committee expects that to be completely forgiven.

Mr. Phillips presented the August Income statement, highlighting that revenue is slightly behind forecast – and actually more pronounced than what the numbers show – due to the extreme

challenge of forecasting state revenue. Year-to-date state revenue payments are currently \$90k deferred, but the cash position is currently offset by an accelerated collection of local dollars. The school continues to see some expense savings due to the extended building closure. The current forecast shows a \$234k net income for the year, which is \$60k lower than originally forecasted – almost entirely due to state revenue fluctuations. Lastly, Mr. Phillips shared he expects to end year at 41 days of cash, down from 46 days originally budgeted.

Mr. Phillips then spoke to the overarching funding issues, stating that the school's state payments have been erratic. The school forecasted, budgeted for, and expected a cut in state funding – however, the actual payments for July and August were both lower than expected, but also deferred to an unknown date in the future. There is also a challenge in how a virtual/distance learning model is funded.

JH – reminded Board of DESE decision to allow schools to claim last year's enrollment. Not helpful to growing schools like CWC. Ms. Halquist helped us gain a meeting with DESE; presented the case for an additional emergency law; ultimately an unsuccessful request.

LN – confirmed Stinson's interpretation that if DESE were to grant the request, it would be beyond their statutory scope. Also downplayed the idea of direct grants from DESE.

JP – challenge is that there are so many variables, it is next to impossible to create a linear forecast model (if X happens, then Y will be funded).

LN – when students are in our school, we provide them with learning supplies. We've also purchased Chromebooks – do we have policies around how those assets will be returned to the school? JH – to clarify, we are sending home paper/materials (consumable, no expectation those come back - those are an investment) and Chromebooks. We are tracking. LN – would like discussion (Oct meeting) on whether we expect those devices to be returned or consider them an investment.

b. Review & Consideration of Monthly Financials (August 2020), including Check Register

Mr. Hile presented the August check register; the Board had no comments.

Ms. Gilbert moved to approve the check register as proposed and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

8. Board Business & Committee Reports

a. Academic Excellence Committee (Mrs. Johna Sutton)

1. Introduction of Performance Contract Updates & Request for Approval

- a. 2019-2020 Goals
- b. 2020-2021 Goals
- c. Aligning & Tracking Goals to Missouri Learning Standards

Dr. Droege reported that a tentative Performance Contract Update has been submitted to the Missouri Charter Public School Commission; they will vote at their September meeting pending this Board's approval.

Mr. MacDonald joined at 6:48pm.

Dr. Droege shared that the highlighted changes for SY20 included: removing MAP goals (since MAP was not available in SY20 due to the school's remote environment), supplementing attendance goals to include virtual engagement thresholds, and including metrics around student support and family engagement.

Mr. Phillips moved to approve the SY20 Performance Contract Update as proposed by the Academic Excellence Committee and Ms. Gilbert provided a second. A roll call vote was taken as follows:

<i>Ms. Salcedo</i>	<i>Aye</i>
<i>Mr. Phillips</i>	<i>Aye</i>
<i>Mr. Littrell</i>	<i>Aye</i>
<i>Ms. Gilbert</i>	<i>Aye</i>
<i>Mr. MacDonald</i>	<i>Aye</i>
<i>Mr. Meneses</i>	<i>Aye</i>
<i>Mr. Norris</i>	<i>Aye</i>

The motion was unanimously approved with none abstaining.

Dr. Droege shared that the highlighted changes for SY21 included replacing NWEA with IXL as the school's assessment test to measure grade level achievement and student growth (at a 60% goal level) and including the 3-2-1 remote-learning engagement goals (at a 90% level).

Mr. Norris asked how the 60% goal level compares to the current performance contract? Dr. Droege replied that it is slightly lower than the current performance contract, but slightly higher than the school has seen our students land, so it seemed a comfortable balance point given the unknown and new challenges. Mr. Hile also reinforced that there was/is a level of uncertainty in if/how NWEA would be administered in a remote-learning environment.

Mr. Norris asked if there is a metric that accounts for asynchronous learning? Mr. Hile confirmed that the "work turn-in" metric is being tracked and accounts for asynchronicity.

Mr. Norris asked if there is a metric regarding tracking "course completion?" Mr. Hile replied that the "course completion" verbiage and applicability only comes into play if the school remains in a virtual environment for an entire semester, so while the school is internally tracking, but not reporting.

Mr. Littrell asked if there has been any consideration for using IXL logins as a metric? Dr. Droege answered that she has a concern around putting a datapoint around the time a student spends in an assessment as an appropriate tracking method, so no.

Mr. Phillips moved to approve the SY21 Performance Contract Update as proposed by the Academic Excellence Committee and Mr. Littrell provided a second. A roll call vote was taken as follows:

Mr. Littrell	Aye
Ms. Gilbert	Aye
Ms. Salcedo	Aye
Mr. Meneses	Aye
Mr. Phillips	Aye
Mr. MacDonald	Aye
Mr. Norris	Aye

The motion was unanimously approved with none abstaining.

- b. Diversity Committee (Mr. Miguel Meneses & Mr. Derrick Nelson)
 - 1. Discussion of Board Training

Mr. Norris reported that the Board will begin a process of Board strategic planning that will build off of the approved 5-year school strategic plan. The Board will be kicking off a project funded by SchoolSmartKC in which each Board member will have an opportunity to participate in a feedback assessment, along with selected members of the staff and parent communities.

Mr. Norris also shared that the Diversity Committee has been tasked with having an eye toward Board member recruitment as some current members term-out over the next few years.

Mr. Meneses said that the Diversity Committee did not have a report this month.

Mr. Hile also confirmed that school leadership continues to work on a DEI Dashboard, based on the commitment made to SURJ in the summer.

- c. Governance Committee (Ms. Maria Salcedo)

Ms. Salcedo reported that the Governance Committee is continuing discussions with CWCS around renewing affiliation agreement; she hopes to have something to present to the Board soon.

- 9. Executive Director's Report (Mr. Jon Hile)
 - a. Covid-19 Update: Community Indicators
 - 1. Current Infection Rate

Mr. Hile reminded Board of the approved gating criteria; the threshold the Board set for moving into Remote Plus was a community positivity rate of <5%, 14 days of declining cases, and both an attendance and funding accommodation from DESE. He also reminded the Board of the cadence and schedule of the decisions made throughout the school year, in order to minimize the time the school has to bounce in and out of in-person/remote learning and allow parents and staff time to plan and prepare. The school is currently in "Full Remote" status through October 6th and this Board meeting

Mr. Hile reported that the most recent Positive Test Rate data shows a decline from 12.7% (August 16) to 9.99% (August 30); updated data from September 6 will be reported on September 21. Average weekly cases have also declined from 772 (August 16) to 697 (August 23) to 528 (August 30) to 423 (September 6). He also shared that school staff is monitoring a new metric that the County is tracking: Average Cases Per 100,000 Residents. For the one week data is available (September 6), cases stand at 19/100,000. While this specific data point falls within the county's "orange" status, Missouri overall is well above the "red" threshold.

2. Board Discussion of Next Decision Point

Mr. Hile gave a report on the financial impact of reopening the school for in-person learning. He reminded the Board that the "prior year" protection granted by DESE would not sufficiently support Citizens' enrollment growth to be a feasible back-up alternative; current year enrollment, attrition, and attendance must be utilized. DESE has not yet clarified whether students can be counted in both virtual and blended learning categories throughout the year and if so, when that threshold can be crossed. He also confirmed that there has been no attendance nor funding accommodations from DESE and he does not expect any.

The fiscal impact of utilizing this year's enrollment numbers for in-person learning is uncertain, but absolutely significant. Keying in on two primary concerns: expected higher-than-historical attrition (3.5% up to 6.5%) and expected lower-than-expected attendance (92% down to 80%). He presented the following scenarios as illustrative of the funding impact of those two variables:

- Current budget (Enrollment at 533, 3.5% attrition, 92% attendance)
- Scenario 1: Moving enrollment from 533 (budgeted) to 520 (actual): -(\$92,331)
- Scenario 2: Enrollment = 520, Attrition = 3.5%, Attendance = 85% = -(\$373,339)
- Scenario 3: Enrollment = 520, Attrition = 3.5%, Attendance = 80% = -(\$574,059)
- Scenario 4: Enrollment = 520, Attrition = 6.5%, Attendance = 92% = -(\$207,147)
- Scenario 5: Enrollment = 520, Attrition = 6.5%, Attendance = 85% = -(\$479,419)
- Scenario 6: Enrollment = 520, Attrition = 6.5%, Attendance = 80% = -(\$673,899)

Mr. Hile acknowledged that the school certainly needs to account for what is best for students, he strongly underscores that if students come back for in-person learning and the school sees lower-than-expected attendance, there will be a substantial and considerable financial impact.

Mr. Norris opened the floor for Board discussion regarding gating criteria and the financial impact.

Mr. Phillips asked in an environment where we have some students in-person and some virtual, how is attendance calculated? Mr. Hile answered that first, once students choose a pathway, they are locked into it. Then, the "in-person attendance possible rate" is extrapolated out retroactively and forward for the entire year. Alternatively, virtual attendance is then based on "course completion" which is less attendance focused and more completion focused. Mr. Hile also reiterated that he is seeking clarity from DESE if the school can switch learning plans (from virtual to blended instruction) at semester.

Ms. Gilbert asked if virtual attendance funding (course completion) is "all or nothing?" Mr. Hile clarified that there are thresholds: 100% completion = 94% funding, 50% or more completion = 47% funding and less than 50% completion = 0% funding.

Mr. MacDonald asked for confirmation that, under the current gating criteria, the school would continue in virtual learning; Mr. Hile affirmed.

Mr. Norris asked where the recommended 5% positivity rate threshold come from, the Health Department? Mr. Hile confirmed it did, but clarified that the Health Department did not provide that guidance until after the Board approved the existing metrics. Instead, the school significantly leaned on peer schools and based the criteria on the best available information in July.

Mr. Littrell asked Mr. Hile for his perspective on other schools in our county opening; why is there a discrepancy in who is opening and who is remaining closed? Mr. Hile responded that we could not presume reasons other school boards are opening, but other Jackson County schools outside of Kansas City proper have moved to a 10% positivity rate threshold in order to return to hybrid learning. Mr. Littrell encouraged another survey of families and staff on what they want and need in order to expand on what the Board heard in public comment. He encouraged finding a path forward to provide both virtual and in-person options to families.

At approximately 7:35 p.m., the Zoom connection for a number of Board, staff, and public on the call failed. At 7:46 p.m., after a ten minute opportunity for connections to be restored, Mr. Norris took another roll call attendance.

Mr. Nelson also joined the meeting during this interim time.

Present:

Ms. Tonia Gilbert
Mr. Jacob Littrell
Mr. Jim MacDonald
Mr. Miguel Meneses
Mr. Derrick Nelson
Mr. Luke Norris
Mr. Jeff Phillips
Ms. Maria Salcedo

Mr. Norris determined that with 8 of 9 Board Members present, a quorum is maintained.

Mr. Littrell stated that KCMO has a lower positivity rate than surrounding suburbs that are open and he is asking the question of why suburban districts are using different gating criteria. He believes the Board needs to reevaluate the criteria.

Mr. Norris acknowledged Mr. Littrell's comments and added the perspective that Johnson County is negating their own gating criteria. The Board currently does not have information on how many faculty or families plan to come back for in-person learning; there are multiple variables that impede this Board from making the best decision for our student's and staff's health and the school's financial health. Mr. Norris asked Mr. Littrell to clarify his recommendation. Mr. Littrell replied that the Board needs all the information we can get as well as needing to give school staff all the time they can to prepare.

Mr. Norris reminded the Board that the Board's role is to set policy, not to react; he encouraged Board members to turn questions into explicit requests for data and asked the Board for those specific requests. Mr. Norris then asked the Board if there were any requests for information from a financial perspective; the Board did not have any.

Mr. Norris asked the Board if there were any requests for information from a staff willingness perspective. Mr. Littrell replied that he did not believe the Board had that information and reiterated the need for a survey. Mr. Norris agreed and further stated that a survey of teachers must be coupled with a survey of leadership and instructional support to ensure that if the school sees 250 students come back in person that sufficient leadership, teaching, and administrative staff would be on hand to support that. Mr. Littrell stated that other districts are currently doing that. Mr. Norris questioned if the school has the financial ability to hire additional staff or substitutes.

Ms. Gilbert reiterated that she would like to hear from other parents, in addition to those here in public comment. Mr. Norris asked how she would like that information to be presented back – by grade level, ethnicity, FRL status? Ms. Gilbert replied that grade level would be sufficient.

Mr. MacDonald shared that he believes the most compelling reason to return to in-person is if the school's most vulnerable students are falling behind and requested reporting that captured FRL, Special Education, and ELL classifications. Mr. Norris affirmed that reporting has layered difficulty.

Mr. Norris asked the Board if there were any requests for information from a health practitioner and policy perspective. Mr. Littrell responded that he would like guidance both from the CDC as well as local health bodies. Mr. Norris clarified that would mean Jackson County Health and the Kansas City Department of Health. Ms. Salcedo asked for Mr. Hile's input for any other health entities. Mr. Hile shared that Children's Mercy could provide good guidance, but there was a missed opportunity in that there has been a strong focus on what's best for children, but there has not been a balance on the health of the adults in the building. If Children's Mercy is one entity, there needs to be a balance with what is best for staff.

Ms. Salcedo asked Mr. Hile to provide a recommendation to the Board regarding reopening. Mr. Hile replied that his earlier update compared the current community rates against the Board-approved gating criteria and those rates are above the threshold to move forward and the criteria would dictate staying in a Remote environment. Therefore, he recommends the Board continue to follow the established gating criteria or go through a process to re-evaluate that criteria.

The Board held further discussion about evaluating whether to change the gating criteria.

Mr. Norris motioned to affirm staying in Remote Learning, provide guidance to Mr. Hile about collecting information to re-evaluate the gating criteria, then hold a Special Meeting on October 1 to evaluate a decision for October 21. A second was not obtained.

Mr. MacDonald alternatively motioned to affirm the gating criteria for Session 2 (thus remaining in Remote Learning through November 6), then using the next six weeks to gather data for the next decision point with an evaluation date of October 29. Mr. Norris rescinded his motion and Mr. Phillips seconded Mr. MacDonald's motion. A roll call vote was taken as follows:

Ms. Salcedo	Aye	
Mr. Phillips		Nay
Mr. Nelson	Aye	
Mr. Littrell		Nay
Mr. MacDonald	Aye	
Mr. Meneses		Nay
Ms. Gilbert		Nay
Mr. Norris		Nay

The motion was not passed, with a vote of 3-5 against.

Mr. Phillips then motioned to affirm the gating criteria for Session 2 (thus remaining in Remote Learning), then asking Mr. Hile to provide the above-requested data to the Board as soon as possible, hold a meeting, and evaluate moving forward phases at least two weeks after that; Mr. Littrell provided a second. A roll call vote was taken as follows:

Ms. Salcedo	Aye
Mr. Phillips	Aye
Mr. Nelson	Aye
Mr. Littrell	Aye
Mr. Meneses	Aye
Ms. Gilbert	Aye
Mr. MacDonald	Aye
Mr. Norris	Aye

The motion was unanimously approved with none abstaining.

Mr. Norris clarified that the Board is asking for Mr. Hile to share the above-requested data at the October 15th meeting, if not sooner, for the Board to evaluate the gating criteria. In the interim, the current gating criteria is upheld and Remote Learning will continue at least through October 15, if not at least through October 31. Mr. Hile affirmed.

Additionally, Mr. Norris requested that, if the financial models show more than \$150,000 of potential risk to re-open, the Finance Committee also bring recommendation(s) for how to offset that risk. Mr. Phillips affirmed.

b. Academic Update

Mr. Hile asked Mr. Norris how much of this section the Board would still like to be presented tonight, or considering time, if the Board would like to postpone. Mr. Norris deferred to the Board.

Ms. Salcedo moved to postpone the remainder of the Open Agenda and Mr. Norris provided a second. The motion was unanimously approved with none abstaining.

10. Closed Session

Pursuant to § 610.021(12) RSMo, the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to contracts.

Mr. Norris expressed gratitude to the Board, school staff, and members of the public remaining in the meeting. Mr. Norris Invited Mr. Hile into Closed Session.

Mr. Nelson moved to go into Closed Session and Mr. Phillips provided a second. The motion was unanimously approved with none abstaining.

11. Return from Closed Session; report on any action taken as required.

Mr. Norris reported that discussion related to contracts. No actions were taken that require reporting.

12. Adjourn

Mr. Meneses moved to adjourn and Mr. MacDonald provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 9:27 pm.

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