



**PUBLIC NOTICE**  
**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

**\*\*Please mute your microphone upon entering the meeting\*\***

**Date:** Thursday, February 18<sup>th</sup>, 2021, 4:45pm (Working Session) 5:30pm (Meeting)

**Proposed Agenda**

4:45 pm

1. Working Session with Insignia

*Note: This meeting is with an independent evaluator hired by Citizens of the World's sponsor as part of the school's annual review. No Board business was discussed during this interview.*

5:30 pm

2. Call to Order

Mr. Norris called the meeting to order at 5:30 p.m.

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

3. Roll Call by Board Chair

Mr. Norris proceeded with roll call.

Present:

Mr. Jacob Littrell  
Mr. Jim MacDonald  
Mr. Miguel Meneses  
Mr. Derrick Nelson  
Mr. Luke Norris  
Mr. Jeff Phillips  
Ms. Maria Salcedo (5:41pm)  
Mrs. Johna Sutton

Absent:

Ms. Tonia Gilbert

Mr. Norris determined that with 7 of 9 (later 8 of 9) Board Members present, a quorum is established for purposes of holding the meeting and voting.

4. Review & Consideration of Proposed Agenda

The Board did not have any comments regarding the proposed agenda.

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

5. Conversation with Insignia Partners as part of the Missouri Charter Public School Commission site visit

Mr. Norris provided a quick recap that the Board met with Insignia Partners, starting at 4:45pm, for an interview on behalf of the Missouri Charter Public School Commission for the school's annual site visit. Five Board members were present at 4:45 and two additional joined during the session.

No action was taken that requires reporting.

6. Public Comments

*Note: Individuals from the public will be provided up to 3 minutes to provide comments. **If you would like to request to make a public comment, please add your name in the chat section of Zoom;** the Board Chair will invite individuals by name and in order to provide comment.*

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.

Ms. Wesley (CWCKC staff) provided feedback about the potential reopening to in-person school.

Ms. Morgan (CWCKC parent) provided feedback about the potential reopening to in-person school.

[Ms. Salcedo joined 5:41pm]

Mr. Janis (CWCKC parent) provided feedback about the potential reopening to in-person school.

7. Review & Consideration of minutes from the January 21<sup>st</sup>, 2021 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the January 21<sup>st</sup>, 2021 Regular Meeting of the Board.

*Mr. Nelson moved to approve the minutes as proposed and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.*

8. Monthly Finance Report (Mr. Jeff Phillips)  
a. Finance Committee Report

Mr. Phillips gave an overview of the Balance Sheet as of January 31, 2021. He highlighted that year-to-date actual revenues total \$3.1 million against a budget of \$3.9 million, with the difference due to timing of donations/grants as well as a continued state payment lag and overall decrease. Year-to-date expenses total \$3.4 million against a budget of \$3.8 million, given that the school is realizing fewer expenses in a virtual environment. Net income is (-\$227k) against a budget of (-\$58k). The school is now forecasting revenue of \$6.4 million, a (-\$500k) decrease from budget, almost exclusively as a result of decreased state funding revenues. Annual ending net income is now forecasted at \$90k to cash reserves.

Mr. Phillips also reported that the MOU with KCPS is being realized and the WADA calculation also includes some additional reimbursement – both are positive impacts. As such, the school is now forecasting 48 days of cash on hand (increasing from last month).

Mr. Norris asked Mr. Phillips to confirm that the \$250k payment to CWCS is the last payment of the interest-free start-up loan, not the ongoing annual free for network services? Mr. Phillips affirmed so.

b. Review & Consideration of Monthly Financials (January 2021), including Check Register

Mr. Phillips presented the January check register; the Board had no comments.

*Mr. Littrell moved to approve the check register as proposed and Mrs. Sutton provided a second. The motion was unanimously approved with none abstaining.*

c. Discussion of feedback from Missouri Charter Public School Commission regarding Annual Report

Mr. Phillips reminded the Board that the school has been allocated federal CARES funding, in two rounds. He reported that Mr. Brennan has submitted full reimbursement for CARES-I (payment pending approval and receipt) and school staff is preparing to submit for full reimbursement for CARES-II as soon as possible.

As always, the main driver for funding is Average Daily Attendance and he reported that the Finance Committee is focused on continued attendance tracking as it relates to funding. He also reported that discussions continue in the Finance Committee for long-range financial planning as it relates to facilities.

Lastly, Mr. Phillips shared that additional due diligence is required as part of the school's annual review. As such, the executive team created a 4 year pro-forma that demonstrates a decreased reliance on philanthropy and a tighter projection on enrollment and facility funding.

9. Board Business & Committee Reports
  - a. Diversity Committee (Mr. Miguel Meneses & Mr. Derrick Nelson)
    - i. Board Vacancy Updates

Mr. Meneses reported that two Board members have terms expiring next month, with at least one potentially rotating off the Board. The Diversity Committee is continuing work to identify potential candidates for our Board.

Mr. Norris further shared that the hope is that the Diversity Committee would bring recommendations for potential vacancies at the March or April meeting.

- b. Governance Committee (Ms. Maria Salcedo)
      - i. Board By-laws Update Process

Ms. Salcedo reported that the Governance Committee has continued work with Mr. Kent Peterson to review and potentially update the Board bylaws. The Committee will review documents and draft potential revisions for full Board review.

10. Executive Director's Report (Mr. Jon Hile)
  - a. Covid-19 Update: Community Indicators
    - i. Current community spread information

Mr. Hile recapped the past month's data and shared the following data points from January 18 to 25 to February 1 to 8:

- Positive Test Rate: 26% - 22% - 19% - 19%
- Average Cases/14 Days: 2667 – 1835 – 1465 - 1133
- Average Cases/100k People: 542 – 373 – 298 - 230

This is an encouraging community trend.

Mr. Hile also shared that this past Friday, February 12<sup>th</sup>, the CDC issued new recommendations for school reopening during COVID, with two key areas of focus:

- Updated guidelines around the use of gating criteria and community health indicators
- Identification of key mitigation techniques essential to school operation

The CDC's gating criteria puts Kansas City in the red "High Transmission" level, with the following resulting recommendations:

- Elementary schools in hybrid mode; physical distancing of 6 feet or more required.
- Middle/high schools in virtual only instruction unless they can strictly implement all mitigation strategies.
- Extra-curricular activities virtual only
- Mitigation techniques:
  - Universal and correct use of masks
  - Handwashing and respiratory etiquette
  - Physical distancing maximized as much as possible
  - Daily screening for symptoms among staff/students
  - Contact tracing and cohort utilization
  - Following quarantining protocols

Mr. Hile shared results from the family survey taken regarding reopening. With a 90% response rate, 19% indicated they would remain in a virtual environment, 45% would return in-person, 17% would follow their teacher into either virtual or in-person, and 18% were not ready to make a decision. Looking specifically at K-2, 16% indicated they would remain in a virtual environment, 54% would return in-person, 19.5% would follow their teacher into either virtual or in-person, and 10% were not ready to make a decision. There was not a significant variance among demographic groups.

Mr. Hile then shared results from the staff survey taken regarding reopening. reported on the staff survey data:

- 23% are ready to return to in-person learning with or without a vaccine.
- 49% are ready to return to in-person learning once vaccinated.
- 33% plan to request to continue working remotely, but will return to in-person learning if request is not able to be accommodated.
- 14% plan to request to continue working remotely and will not return to in-person learning if request is not able to be accommodated.

Mr. Hile shared that at this point, school leadership is working through a variety of medical and preference requests for accommodation. Leadership is prioritizing requests based on documented medical condition and hope to make staff aware of assignments as parents confirm their plans following this meeting. He noted that at this point, he does not believe we will be able to accommodate everyone who has made a request. He does not foresee issues staffing the building, but plans to build in capacity for coverage in the event of an unexpected resignation or long-term absence.

The school plans to continue to offer staff expanded PTO to cover leave related to a COVID absence (illness, testing, quarantine, or vaccination). Additionally, the school is working with Children's Mercy and Truman Medical to offer staff a centralized opportunity for a vaccine as soon as they become available and eligible. He further reported that additional planning is ongoing around pickup/dropoff process, Special Education services, and building teacher schedules to ensure breaks, planning time, and coverage.

From a financial perspective, the school is facing both positives and challenges. On the positive front, a new round of COVID/CARES funding was announced in early February, there is a potential third round of federal funding in the pending legislation, and the school's budget forecast continues to be on-track to meet annual goals. Enrollment continues to be a challenge – the school started the year a bit below goal and it is unclear if students will return with a reopen. Additionally, the school continues to face a "growing school" penalty in regards to ADA calculation (in that districts are able to claim prior year's ADA as a funding floor, but this does not help a growing school like Citizens).

Mr. Hile reminded the Board of the current funding plan for this school year:

- Funding for students in virtual learning is based on completion of engagement tasks each week. For the year, students either receive full (94%), partial (47%), or no funding.
- For students returning in-person, the school has two options:
  - Take their virtual completion for the first semester, then use their in-person attendance percentage for the second semester
  - Take their in-person attendance percentage and extrapolate it out for the entire year. For instance, if a student is scheduled for 23 days and attends 21, the school would receive 91% of their funding for the entire year.

Mr. Hile then shared financial models of the following ADA scenarios, assuming 67% of students return in-person, 33% of students remain virtual, and enrollment attrition continues at current pace:

• Current Projections	n/a Attendance	85% Completion	500 WADA	\$3.9m
• Optimistic	95% Attendance	85% Completion	505 WADA	+\$39k
• Positive	90% Attendance	85% Completion	491 WADA	(-\$70k)
• Realistic	85% Attendance	85% Completion	477 WADA	(-\$179k)
• Conservative	85% Attendance	80% Completion	467 WADA	(-\$257k)
• Pessimistic	80% Attendance	80% Completion	452 WADA	(-\$374k)
• Funding Floor			442 WADA	(-\$452k)

ii. Reopening Proposal

Mr. Hile presented a Hybrid Reopening Plan as follows:

Establish 4 cohorts in K-5:

- A: Students attending Mon-Tue in person and Wed-Thur-Fri virtually
- B: Students attending Thur-Fri in person and Mon-Tue-Wed virtually
- C: Student attending Mon-Tue-Thur-Fri in person and Wed virtually
- D: Students attending Mon-Fri virtually
- Middle School: Students attending four half-days in person and half days virtually.

Additional key points are as follows:

- Following Board approval, families will be given the opportunity to change previous selection regarding their return choice with a deadline of next Friday
- Families comfortable remaining in virtual learning will be asked to do so, as it increases opportunity for additional seats in Cohort C and for staff accommodation.
- Families will be assigned to the same cohort.
- Uniforms will not be required – the school will provide spirit wear for students.

Mr. Hile gave the following recommendation to the Board:

- Approve a plan that would allow for a school reopen date for March 8<sup>th</sup> for K-2 and March 22<sup>nd</sup> for K-5. K-2 faculty would be asked to report to the building during the week of March 1.
- Middle School students would return on March 22, contingent on schedule and building protocols established with Academie Lafayette.
- Return would be in a hybrid environment for most students to allow for social distancing as suggested by the CDC and could be reassessed as case levels continue to drop or other circumstances change.
- Families choosing to remain in virtual learning would be asked to do so until the end of this school year.

iii. Request for Board Approval

Mr. MacDonald expressed appreciation for the planning work.

Mr. Phillips expressed appreciation for the efforts as well. He agreed with Mr. Hile that the financial implications are not the driving factor, but are a consideration. He asked if there is a way to properly communicate to families how critical it is to attend (outside of health concerns)?

Mr. Hile agreed and confirmed that there is ongoing communication on that issue and it will be paired with stark upfront clarity when the school is asking parents to make their decision.

Mr. Norris asked if the school lands within the realistic/conservative scenario, what does that do to our financial picture if we have a \$250k hit to our budget? Mr. Phillips replied that the school is currently forecasting a positive year-end net income of \$90k, so we can absorb roughly half of that budget hit. CARES-II is intended to shore that gap up, whether that is realized this fiscal year or next. He said the Board could potentially discuss with CWCS the loan repayment timing. Mr. Norris also added that the school could also utilize the open line of credit as a bridge until CARES-II is received.

Mr. Meneses raised the possibility of community spread increasing this spring – how difficult would it be to have to pivot back into virtual? Mr. Norris also asked what would the metrics be to close? Mr. Hile replied that first, how we would communicate out to families (possible outbreak) is covered in the reopening guidebook and will be as much as possible within the law. If there is an outbreak or a staffing concern that does not allow the school to adequately staff the program, the school will shift back to virtual as needed.

Mrs. Sutton asked when does the end of the trimester fall? Mr. Hile replied that we would be reopening just after the start of the third trimester, which starts March 2<sup>nd</sup>.

Mr. Norris asked to clarify if the recommendation that 3<sup>rd</sup>-7<sup>th</sup> come back at a delayed date is also asking those students to participate in assessments virtually, and do that before they come back in person? Mr. Hile replied that the thinking on having K-2 return first is three-fold: 1) rolling out the NWEA assessment to help us understand what students need and inform our plans for both summer school and budgeting for FY22 and 2) by and large those students are new to us – we value getting them in and comfortable and 3) from operational standpoint, staff is still working through processes – there is value in having a smaller cohort to pressure test and make adjustments that are not disruptive to the entirety of the school.

Mrs. Sutton asked if, when older students return, will that impact families in which the older students will have to shift out of the “caregiver” role that they are currently doing? Mr. Hile replied that we will trust families to make that decision, especially since there is still an opportunity for students to remain in virtual. Mrs. Gripp confirmed that she has been in close communication with families that may be affected by this and understands what their needs are and what supports they need.

Ms. Salcedo asked Mr. Hile to compare the current community spread to the originally-set (revised in October) gating criteria. Mr. Hile replied that the revised gating criteria call for a positivity rate of less than 10% (it is currently 19%), 4 weeks of declining cases (currently met), and cases/100k under 200 and declining (it is currently 230 and declining).

Mr. Norris also shared that the CDC guidelines have become more clear that the community transmission rate is not always indicative of spread within a school. The CDC now recommends elementary schools be open. Mr. Hile elaborated in that the existing gating criteria gives flexibility to the Board to use the gating criteria as a recommendation; it is not hard and fast and this recommendation is well within that.

Ms. Salcedo asked when the CWCS loan repayment is due? Mr. Hile replied that it is due at the end of the fiscal year, and the school usually makes that payment in May.

[Mr. Nelson stepped off the meeting temporarily]

Mr. Littrell did not have any additional questions and appreciates Mr. Hile's work.

Mr. Norris revisited the opportunity to bring additional students back earlier and asked if it was not proposed due to operational build-up, is it fair to say we can't accommodate 16 students per classroom – is that what's underpinning the cohort model? Mr. Hile replied that staff is mindful of the limitations of our building and mindful of our learning model that requires children to be up and round rather than "staying in their box." Smaller classes would enable us to deliver our model with more fidelity.

Mr. Norris asked how the 4-day/week cohort seats be allocated equitably? How will those go to our most vulnerable students? Mr. Hile replied that that conversation has already begun internally with our Special Education team to accommodate those families who have requested more in-person time, then will move to recommendations from faculty.

Mr. Norris asked as we move to the March 22<sup>nd</sup> date, is there any consideration to staggered start times? Do you need flexibility? Mr. Hile replied that he is not seeking the Board to finalize bell times or minutes at this point. Staff will evaluate how K-2 goes; then that modification may be a consideration.

Mr. Norris stated that our model is reliant on high-quality educators to come back in-person, but will expect them to have a need to take PTO for vaccination, etc. How are we planning to staff the building? Mr. Hile first took the opportunity to highlight teachers who are working through this process with us. He then confirmed that the school will absolutely continue our expanded PTO policy through the end of the year (quarantine, testing, vaccination). He noted that substitutes have been a difficult challenge for other schools and we have put out the request today to our family community to develop a bench of 5-7 CWC-specific substitute teachers.

Mr. Norris asked what modeling has been done to ensure we have financial resources to cover increased staffing? Is that factored into our budget? Mr. Phillips replied that, from a global perspective, we've attempted to build as much of a cushion as possible. Mr. Hile elaborated that there will certainly be additional expenses related to in-person and we're watching for additional federal funding to come available.

Mr. Norris said that families are aware that we usually provide after-care; has any planning been done there? Mr. Hile replied that the plan we presented in January showed that we are not offering before or after care this school year. That is a strategic decision to limit the number of adults in the building and increase our ability to protect our staff and each student cohort.

Mr. Norris asked the Board for final questions; he received none. Mr. Norris then asked for a motion to approve the Executive Director's recommendation.

*Mr. MacDonald moved to approve the recommendation as proposed and Ms. Salcedo provided a second. A roll call vote was taken as follows:*

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

*The motion was unanimously approved by a vote of 7-0.*

b. School Dashboard Review

Mr. Hile reported that school enrollment remains steady at 510-515. FRL percentage remains slightly above goal and the school's ELL/SpEd population is holding steady. Further, student engagement is holding steady with younger grades continuing to fall below goal and older grades meeting goals. IXL continues to show growth in their engagement goals.

The school is +6 on student mobility for the year and continues to trend lower than previous years with students -in and -out. Fund-raising work continues on a push to \$1.1m raised with both Bank of America trust and Lean Lab grants received this past month.

Mr. Phillips asked Mr. Hile to speak to lower-than-expected 1:1 engagement within subgroups? Mr. Hile replied that he can't speak to any specific subgroup, but speaking generally, it has been a struggle to 1) get students scheduled and 2) have students show up once scheduled.

c. 2021-2022 Student Recruitment Update (Mrs. Christle Reed)

Mrs. Reed reviewed the enrollment requests received so far for the 2021-2022 school year. The majority of requests are at our PK and K grade levels. The school is on track to be online with our 2019-2020 season and is still aligned with SchoolAppKC's city-wide trend of being down year-to-year.

Mrs. Reed gave an overview of recruiting efforts, especially on Social Media, and including PBS Kids, KCATA buses, and direct mailers.

Mr. Johnson reported that the school opened re-enrollment a few weeks early (in January) and currently sits at 50%, which is typical for mid-February. He will continue to do targeted outreach to pending families and provide an in-person opportunity at meal distributions as well as targeted communication during next week's student-led conferences. Staff has also specifically targeted current 5<sup>th</sup> graders (rising 6<sup>th</sup> graders) to ensure retention.

Mr. Norris asked as the Board has now made a decision to re-open the building, are there opportunities for tours? Mrs. Reed replied that she will absolutely investigate.

11. Closed Session

Pursuant to § 610.021 (2) & (3) RSMo, the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to facilities and hiring of identifiable employees.

Mr. Norris Invited Mr. Hile & Mr. Brennan into Closed Session.

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

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

Mr. Norris welcomed members of the public back into Open Session and reported that discussion related to facilities and identifiable employees. One action was taken that requires reporting.

*Mr. Norris shared that he received a motion (Mr. Nelson, second) to modify the school's Organizational Chart to reflect the academic leader as the "Director of School Leadership" (instead of "Head of School"), effective for the 2021-2022 academic year. A roll call vote was taken as follows:*

<i>Ms. Salcedo</i>	<i>Aye</i>
<i>Mr. Nelson</i>	<i>Aye</i>
<i>Mr. Phillips</i>	<i>Aye</i>
<i>Mrs. Sutton</i>	<i>Aye</i>
<i>Mr. Meneses</i>	<i>Aye</i>
<i>Mr. MacDonald</i>	<i>Aye</i>
<i>Mr. Norris</i>	<i>Aye</i>

*The motion was unanimously approved by a vote of 7-0.*

13. Adjourn

*Mrs. Sutton moved to adjourn and Ms. Salcedo provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 7:47 pm.*

[/rb]