



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, March 18th, 2021, 5:30pm

Proposed Agenda

1. Call to Order

Mr. Norris called the meeting to order at 5:32 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:

Mr. Jacob Littrell
Mr. Jim MacDonald
Mr. Miguel Meneses (5:33 pm)
Mr. Derrick Nelson
Mr. Luke Norris
Mr. Jeff Phillips
Mrs. Johna Sutton

Absent:

Ms. Tonia Gilbert
Ms. Maria Salcedo

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

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

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

[Mr. Meneses joined 5:33 pm]

4. 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; no public comment was made.

5. Review & Consideration of minutes from the February 18th, 2021 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the February 18th, 2021 Regular Meeting of the Board.

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

6. Review & Consideration of minutes from the March 5th, 2021 special meeting of the Board

The Board did not have any comments regarding the proposed minutes from the March 5th, 2021 Regular Meeting of the Board.

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

7. Monthly Finance Report (Mr. Jeff Phillips)

a. Finance Committee Report

Mr. Phillips provided the following written overview to the Board, in absentia:

I apologize for not being able to participate in this month's meeting as usual. Please find the following as a brief summary of our most recent (February 2021) financial performance. During the meeting, Mr. Hile or Mr. Brennan will be able to field questions. If there are questions that remain unanswered or comments that you would like to direct to me, please feel free to follow up with me at your convenience.

We continue to improve our cash position, reporting a cash balance of \$789k at the end of February. This is a slight increase from the previous month, but a sizable increase from this time last year when we reported a February 2020 Cash Balance of \$287k.

Payables are in line and our only outstanding debt remains the \$250k owed to CWCS which we plan to pay in full by the end of this fiscal year. We are currently projecting to end the year with 79 days of cash on Hand, which would be above the target of 60 days.

YTD Revenues of \$3.9MM as compared to YTD Budget of \$4.6MM. The variance is due to timing of Donations (\$600m of the variance), however we expect to fully fund this line item by year end as projected. State Revenues (\$181m of the variance) continue to fall short of projected earnings previously due to State budget constraints, but primarily due to our WADA formula shortfalls. YTD Expenses of \$3.9MM compare favorably to the Budget of \$4.5MM. The savings continue to be primarily from being in a virtual environment through February which reduced expected food costs, professional services and facilities costs. We would expect these expenses to return closer to budgeted levels for the remainder of the school year as students return to the facility. This resulted in a YTD Net Income of \$44k as compared to a Budget of \$55k.

Current Projections show Revenues of \$7MM as compared to Budget of \$6.9MM. While a \$400k shortfall is still expected in the WADA formula results, we expect to receive \$450k in ESSER funds from allocations in two of the CARES Act fundings to be realized in this fiscal year. Current Projections show Expenses of \$6.3MM as compared to Budget of \$6.8MM. While expenses are expected to return to more normal levels in the remaining months, as it relates to food services, facilities costs and instructional expenses, the savings realized in the virtual environment will be carried through for the remainder of the year. This is projected to result in a Net Income of \$637k as compared to a Budget of \$79k

The school's financial health has improved in large part because of the leadership and staff's efforts to manage costs as well as seek additional resources to meet student needs. We have also been fortunate to participate in the first PPP funding and the CARES Act allocations, both of which were intended to aid organizations like CWC-KC in managing this extremely challenging environment. While the current projections look very promising, we must continue to keep a keen eye on our cost management and our funding sources for the remainder of the year. As you can see in the monthly forecasting, we do not expect a strain on cash for the remainder of the year. There are no issues to report with this month's Check Register.

Other issues being addressed by the Finance Committee: A meeting was held with a representative from IFF to discuss the current leasing structure and begin discussions on possible alterations to the payment schedule to better match seasonal cash flow fluctuations of the school. School leadership has begun working on a high-level budget for the next fiscal year, with the hopes of presenting a summary view no later than the May Board meeting. The intent with the summary view would be to discuss with the Board the underlying assumptions around items like student numbers, donation amounts and facility cost changes. From this discussion, we would expect the respective committees to, in turn, provide the Finance team with more clarity on their areas of focus for the coming year. Those conversations will then inform our final budget presentation. The current landscape of additional aid funds create opportunities for CWC-KC's delivery of services to more students, but the committee continues to focus on ways to monitor "one-time event" type funding and hope to present the financials in a way that accounts for the funds while still conveying the sustainability of the core operations of the school without those funds. Again, please don't hesitate to contact [Mr. Phillips] with any questions or requests that you may have.

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

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

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

8. Board Business & Committee Reports

a. Diversity Committee (Mr. Miguel Meneses & Mr. Derrick Nelson)

i. Board Candidate Presentation

Mr. Meneses presented Ms. Brandi Finocchiaro, Chief Administrative Officer of Vibrant Health of Wyandotte County. Ms. Finocchiaro holds graduate degrees from George Mason and George Washington and undergraduate degrees from Missouri University and Hampton. A former Kindergarten teacher, she also currently serves on the Academic Excellence Committee and was involved in the reopening planning this past Spring. She is nominated for a 3-year term, expiring March 2024.

Mr. Meneses also presented Mr. Cedric Deadmon, Senior Advising Project Manager of KC Degrees. Mr. Deadmon is a graduate of Lane College and is a nationally recognized speaker/presenter on workforce development, college access, and DEI strategies. He also works with MARC on youth outreach and college access. He is nominated for a 3-year term, expiring March 2024.

Mr. Meneses reported that both candidates are in line with the school's mission and vision, and both have met with the Board Diversity Committee as well as CWCS staff.

Mr. Nelson added that in both candidates' interactions, they have demonstrated alignment and he looks forward to both being wonderful fits on the Board.

Mr. Norris invited any Board member to meet with either/both candidates over the next month and shared that the Committee's plan is to move both candidates forward for nomination and acceptance at the April meeting, when Mr. Littrell & Ms. Gilbert's seats have vacated.

Mr. Meneses also shared that the committee is also engaged in conversation with an additional person and is moving them through the candidate process in anticipation of another potential vacancy later this summer.

b. Governance Committee (Ms. Maria Salcedo)

i. Board By-laws Update

Mr. Norris presented an update from the Governance Committee in Ms. Salcedo's absence. The Committee is focusing on three potential updates to the Board bylaws, to be voted on in April:

- Setting term limits for two consecutive three-year terms
- Creating Board Chair-Elect role to strengthen succession planning (either Vice-Chair or a new officer)
- Setting a range of required active Board Members (not more than 11 and not less than 7).

9. Executive Director's Report (Mr. Jon Hile)

Mr. Hile first shared a statement from the school, considering national events of the past week:

To be a true citizen of the world, you must learn to love, respect, and value your neighbor. The last week should recommit us to the work of teaching children who can better aspire to that goal. For those in Atlanta and across the country who are attacked and harassed because of their identity, we must commit ourselves to a better future.

a. School Dashboard Review

Mr. Hile presented the school dashboard, noting that the school has seen a group of students move out of KCPS boundaries and withdrawing in the last month, resulting a slight overall census decrease. Other demographics were steady, including FRL, ELL, and Special Education. Student Engagement numbers were also steady, with a continued trend of Middle School excelling and Primary Grades below goal. IXL achievement/growth numbers continue to be just under our 90% goal, with a few grade levels exceeding goal.

Mr. Hile also reported that financial resources continue to be on track. Mr. Hile also shared news that the Royals have selected CWCKC to partner with as 1 of 10 schools to launch an Urban Youth Academy Partnership. He also shared news that the Sherman Family Foundation contacted him a few weeks ago with two offers: first, a small grant that the school must use to show appreciation and value to our faculty over the next few months. Secondly, they expressed concern that teachers are leaving the profession, so the Foundation offered to fund an incentive for all teachers and staff willing to return for next year as a pass-through grant to faculty/staff that return in August.

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

Mr. Hile reiterated that, in addition to re-opening work, enrollment for 2021-2022 is top-of-mind for Mr. Hile, Mrs. Reed, and really the whole school team.

Mrs. Reed gave a high-level overview that the school has 475/570 budgeted seats filled either through re-enrollment or new enrollment. She also shared that the SchoolAppKC team confirmed to her that Citizens is 4th (out of 17th city-wide) in Kindergarten enrollment requests received (percentage-wise).

She further shared that city-wide, Kindergarten applications are down 30% from last year, with Kindergarten specifically seeing a 25% decrease year-to-year. Citizens' numbers from 1st-7th grade are in line with that decrease, but Kindergarten applications are down 35% from last year, so the school is seeing a higher variance.

Mrs. Reed affirmed that Kindergarten numbers have full attention. In addition to the documented decrease in applications, she has also seen a decline in the offer-to-accept conversion rate. She plans to fill seats by focusing on the summer enrollment pattern, increased focused marketing (social media and mailers), and leveraging community partnerships. Mrs. Reed also shared that Middle School is a further opportunity for growth and she is reaching out to community elementary schools that end in 6th grade to share cohort options for Citizens' 7th grade.

Mr. Norris noted the 88% re-enrollment percentage of Middle School students and asked what is driving it; what is the enabling factor so we can either replicate it or build on it? Mrs. Gripp replied that she believes there is great value in her building personal relationships with primary grade families, having high program visibility through virtual open houses, and a strong faculty, including two (Mr. Fierro & Ms. Brents) who have some cross-campus work.

Mr. Norris also asked how many founding 1st graders will be in the rising 6th grade class next year? Mr. Hile replied that he will get firm numbers; Mr. Johnson estimated about a third.

Mr. Hile underscored new enrollment opportunities with building tours and re-opening; the team is now able to grow excitement and momentum in-person.

c. Overview of 2021 Summer School Calendar

Mr. Hile gave an overview of the current planning for Summer School. The session would expand to six weeks (June 7 – July 15), but only for 5 hours a day, 4 days a week (8a-1p Mon-Thur); Fridays would be off – not virtual. The program would have a dual focus with academics as well as a fun, enriching comfortable return to school. He is pursuing community partners for further engagement on afternoons and Fridays.

Current planning is to have 5th-8th grades at the Middle School campus to begin building relationships for that 5th grade class that will rise to 6th grade the following year. The overall scope would be 15-20 classrooms across K-8th, serving 180-220 students.

Mr. MacDonald asked Mr. Hile to clarify "community partners." Mr. Hile clarified that those partners would be off-site, supplemental programs and he is looking into transportation and funding.

Mr. Norris asked if the 8a-1p hours are a funding issue or a human capital issue? Mr. Hile replied that it is a human capital one and in response to faculty feedback; a Monday-Thursday 5-hour experience is much more palatable than Monday-Friday full days.

Mr. MacDonald asked if summer faculty have to be credentialed and if we are recruiting from our faculty? Mr. Hile replied that, in the past, DESE has required at least a Substitute credential, and we expect the same. The school is trying to staff as internal as possible with limited opportunity for additional external staff. The school has seen a good response from current faculty and may need to fill some small gaps. It is important to find people that understand the Citizens program and the summer vision.

Mr. Norris asked how summer school enrollment is done and whether the sessions are split into 2 three-week sessions? Mr. Hile answered that summer enrollment is done through re-enrollment/new student enrollment process and he is looking into splitting the sessions, but the current preference is to keep it one solid session.

d. Review & Consideration of 2021-2022 Academic Year Calendar

Mr. Hile presented a proposed 2021-2022 Academic Year Calendar with the following highlights:

- 169 Instructional Days, which is above the DESE threshold for required makeup days
- Keeping the week-long breaks intact (Thanksgiving, two-week Winter, and Spring)
- Teachers report Thursday August 5th, 2021
- Summer Institute is 12 days of pre-opening training and instruction
- First day of school is Monday, August 23rd
- Six Professional Development days throughout the year.

This calendar reflects an increase of four instructional days from this year and closely mirrors KCPS to accommodate families with students in both districts.

There was Board discussion about ending after Memorial Day. Mr. Hile and Mr. Brennan provided further clarification on DESE's minimum hours and the make-up day threshold as well.

Mr. MacDonald brought up the possibility of providing virtual instruction on future snow days. Mr. Hile and Dr. Droege responded and encouraged further discussion, but cited inequitable technology access and a high burden on faculty to pivot with little to no notice.

Mrs. Sutton and Mr. Norris encouraged Mr. Hile to look at starting the school year two days earlier and ending the year before Memorial Day.

The Board tabled further consideration.

e. Reopening Update

Mr. Hile recapped the past month's data and shared the following data points from February 15 to 22 to March 1 to 8:

- Positive Test Rate: 14.7% - 13.7% - 12.8% - 11.9%
- Average Cases/14 Days: 724 – 534 – 490 - 354
- Average Cases/100k People: 147 – 109 – 100 – 72

Mr. Hile also reported the following Virtual/In-Person breakdowns by grade level:

- K-2: 20% Virtual / 80% In-Person
- 3-5: 34% Virtual / 66% In-Person
- 6-7: 49% Virtual / 51% In-Person
- Total: 30% Virtual / 70% In-Person

Mr. Hile opened the floor for Board questions; none received.

Mr. Hile also looped back to the re-enrollment update and shared the school is currently at just over 85% re-enrolled.

10. 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 into Closed Session.

Mr. Meneses moved to go into Closed Session and Mrs. Sutton 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 welcomed members of the public back into Open Session and reported that discussion related to facilities and identifiable employees. No actions were taken that require reporting.

12. Adjourn

Mr. Nelson moved to adjourn and Mrs. Sutton provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 7:05 pm.

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