



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

**Location:** via Zoom

Zoom Link: <https://zoom.us/j/7268455026> (PW: 225236)

**Date:** Wednesday, May 20<sup>th</sup>, 2020, 5:00pm

**Proposed Minutes**

1. Call to Order

Mr. Norris called the meeting to order at 5:04 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  
Mr. Miguel Meneses (5:39 p.m.)  
Mr. Derrick Nelson  
Mr. Luke Norris  
Mr. Jeff Phillips  
Ms. Maria Salcedo  
Mrs. Johna Sutton (5:06 p.m.)

Absent:

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

3. Review & Consideration of Proposed Agenda

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

Mrs. Salcedo joined at 5:06 p.m.

#### 4. Public Comments

*Note: Individuals from the public will be provided up to 3 minutes to provide comments. The Board Chair will invite individuals by name to provide comment to eliminate individuals trying to talk at the same time over Zoom.*

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.

Mr. Norris introduced Ms. Katie Rouse from Bellwether Partners. Ms. Rouse shared an overview of the planning work that Bellwether aspires to support Citizens over the next few months as part of the strategic plan work. Ms. Rouse shared that Bellwether will report out in the following format: "Where are we going (measured by student success)," "Where are we now," and "How are we going to move from where we are to where we'd like to go." Her team is currently in process of in-depth data review and focus group discussions and she is anxious to hone in on the 3-5 strategic priorities that they can pair with a long-range financial plan, then work with school staff on implementation.

Mr. Phillips asked how a strategic plan correlates with a facilities plan. Ms. Rouse confirmed that facilities needs has arisen so far in their process and the financial implication of facilities will be a part of their process, but specifically partnering with firms to identify additional facility options is outside of their current scope.

Mr. Norris prompted Ms. Rouse to discuss the community perspective of what success looks like to Citizens. Ms. Rouse replied that she is aiming to collect input from community on what success looks like in the community as well as what success looks like for a student (what attributes will they leave CWCKC with) – that will be the north star that guides the process. Further, Bellwether will encourage the strategic focus to be narrow in order to maximize the probability of implementation/achievement. Bellwether will serve as a critical friend and thought partner to elevate what will be priorities and just as importantly, what will not be. The plan is only helpful if it is actionable. Bellwether's aspiration is to create a living document that will be a used-daily tool.

Mr. Norris thanked Ms. Rouse and Bellwether for their initial work and shared enthusiasm for this process.

#### 5. Review & Consideration of minutes from the April 16<sup>th</sup>, 2020 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the April 16<sup>th</sup>, 2020 Regular Meeting of the Board.

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

#### 6. Board Business

##### a. Video Greeting for Digital Yearbook

Mr. Brennan gave context that school staff requested a short video greeting from the Board's digital meeting to be included in the school's digital yearbook; Mr. Hile briefly recorded the Board waving.

b. Review & Consideration of Board Meeting Calendar for 2020-2021

Mr. Brennan gave an overview of the motion needed. The Board held discussion on availability and agreed that continuing the 3<sup>rd</sup> Thursday of the month fit everyone's schedule.

Mrs. Sutton 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. Jeff Phillips)

Mr. Phillips presented an overview of the monthly financials. Looking at the balance sheet, he highlighted that the school's cash position improved dramatically month-over-month (+714k cash compared to +48k budgeted) and pointed to the local revenue line as the reason, underscoring receipt of the Paycheck Protection Plan and KCPS funding.

He shared that the revenue forecast still includes needed donations, but the Finance Committee feels strong about receiving those. The expense forecast continues to reflect continued savings from the extended building closure. The CWCS fee was paid this past month and an additional payment is still projected, along with a repayment of CWCS' start-up loan.

Mr. Phillips further highlighted that – discounting the PPP's impact on the school's cash position – expenses were being controlled. He also shared that LISC funding (facilities planning) and CARES/ESSER funding are additional revenue the school will be realizing this year as well.

Mr. Norris asked about the school's financial position absent the PPP funding. Mr. Phillips replied that in February, the school put in place a "Plan A-B-C" to control that cash position; the PPP allowed the school to avoid executing B & C.

Mr. Phillips also shared a preference to open a separate bank account to place the PPP funds into, in order to specifically ensure it is not spent down.

Mr. Littrell provided a second. The motion was unanimously approved with none abstaining.

The Board asked Mr. Hile to bring back a report next month as to the amount to be placed in that account, after clarity is given from governor about potential withholding amounts.

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

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

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

Mr. Menses joined at 5:39pm.

8. Board Business & Committee Reports

a. Governance Committee (Ms. Maria Salcedo)

Ms. Salcedo shared that the Governance Committee held another phone discussion with CWCS staff. CWCS sent follow-up comments via email to the Committee and another call is being scheduled to discuss those comments.

Mr. Norris asked if there is a targeted date for an agreement to be brought to the Board? Ms. Salcedo reaffirmed that the end of May is still the target.

b. Fund-Raising Committee (Mr. Luke Norris)

Mr. Norris asked Mr. Hile to share an update on local revenue. Mr. Hile said the school has not received a formal update from Kauffman; they are still working through their internal processes and their updated timeline is end of May. Mr. Hile reminded the Board that the school has an additional proposal into Sherman Family Foundation (similar to last year's \$70k proposal), a potential grant from LISC to develop a facilities plan (which will be able to be done alongside the strategic plan) and additional funding from SchoolSmart KC to pay for technology needs. This means that the school should hit or exceed the \$900k target. Mr. Hile reaffirmed that the school is very, very grateful to it's friends and partners in the community.

Mr. Norris asked if the school hit \$40k out of the \$50k goal for annual campaign? Mr. Hile confirmed the school did (marking a 50% increase from last year) and said he would bring a final tally to next month's meeting.

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

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

Mr. Norris reminded the Board that Mrs. Furlong sent a request to all Board members to participate in the Executive Director's annual evaluation.

Mrs. Sutton stepped off the call.

d. Academic Excellence Committee (Mrs. Johna Sutton)

Mr. Norris reported that he participated in the Academic Excellence Committee last month. Based on a conversation with Mrs. Wahby (MCPSC), the school has an opportunity to be really specific in developing metrics in how student success is measured in this virtual learning environment as well as leveraging that information to utilize it moving forward into next year and beyond.

Mr. Hile underscored that MCPSC was flexible in defining success in this virtual environment and looks forward to implementing some of these new metrics into our renewal contract.

e. Update from CWCS (Ms. Laura Furlong)

Ms. Furlong reported that the biggest change at CWCS has been in their approach to supporting regions in their response to the pandemic. CWCS is continuing to develop virtual professional development sessions and continuing support with Ms. Cobb on DEI work. The team is also wrapping up family surveys and she looks forward to compiling and sharing that information.

Ms. Furlong reiterated Mr. Norris' earlier request for Executive Director feedback and previewed another survey coming to the Board regarding the support that CWCS has provided the region over the past year. Ms. Salcedo asked if that last survey is new this year; Mrs. Furlong confirmed it is.

Mrs. Gilbert asked Ms. Furlong if there was any discussion and update regarding the Charter School Growth Fund; Mrs. Furlong confirmed there would be, but deferred to later in her report.

Ms. Furlong made the point to transition from "done this year" to "looking ahead." She shared news of hiring 2 new team members to the CWCS team – Rasheed Thompson and Latiffe Amado. Turning specific to the Kansas City region, CWCS is looking forward to finalizing the licensing agreement, then diving into region-specific support.

The Board and Ms. Furlong then held a detailed discussion regarding the Charter School Growth Fund.

9. Executive Director's Report (Mr. Jon Hile)  
a. School Dashboard Overview

Mr. Hile presented the School Dashboard and reminded the Board that DESE "froze" student data as of March 13<sup>th</sup>, so all demographic information continues to be the same.

b. Virtual Learning Dashboard Overview

Mr. Hile presented the school's Virtual Learning Dashboard, which included an overview of Academics, Student/Family Support, Operations, and Communications/Enrollment.

On the Academics front, student sign-ups into the Google Classroom virtual environment and engagement opportunities provided by teachers were strong points. Conversely, like schools across the city – ongoing student engagement was a struggle.

Dr. Droege tempered that data by stating that some of this low trend may simply reflect the school's ability to cull data out of initial Google Classroom setup. Google is now implementing new tools that will make the setup and exporting of this data easier and more reliable; Summer School will be an opportunity to get better at that.

Mr. Norris asked how these academic engagement trends align with CWCLA? Ms. Furlong replied that CWCLA is tracking slightly differently and she will follow up directly with Mr. Hile. Mr. Hile reaffirmed that he is excited to promote cross-regional learning.

In the Student/Family Support aspect, Mr. Hile reported that the school has done fairly well. School staff had high initial expectations for ongoing contact – especially for families in the upper band of need. However, staff quickly learned that they needed to adjust the pace/frequency of reach-outs; it became overwhelming to various families. Mr. Hile highlighted Mrs. Chambers' team, especially their creation and distribution of mental health videos that were very well received.

Looking to Operations, over 9,000 meals have been provided in the past 10 weeks as well as almost 90 Chromebooks and a dozen hotspots distributed. Technology distribution was supported by SchoolSmart KC's grant and Mr. Hile confirmed he would continue to advocate in this area. Mr. Hile

also shared that remaining staffing openings are primarily in the support roles (Special Education ParaProfessionals, etc.)

Mr. Hile reported on the Communications/Enrollment priority area and shared that driving enrollment is a continuing concern. This is reflected across the city as there is simply very little application/enrollment movement. This means that although finances are in good shape now, they become uncertain in next year's environment.

Mr. Norris posed that as we think about student outcomes, we know that students of color learn better if they are in environments with teachers of color; is that something that can be tracked in our student data? Dr. Droege replied that there is so much mixing of students across teachers in K-2, the data would not be viable, however it would be worthwhile to track from 3<sup>rd</sup> grade onward.

Mr. Hile then pivoted to providing an update on covid reopening planning for August. He shared that there simply is a high degree of uncertainty regarding the way forward right now. Current communications from state leaders reflect a gradual release of restriction to school opening over the summer with no expected restrictions by August. He is leading a covid workgroup internally to develop details on three different plans:

- School reopens as normal
- School reopens, but with restrictions
- School continues in a virtual environment

He reiterated that although the school is currently carrying a good cash balance from FY20, he does expect cuts to funding next year unless another stimulus is passed at the Federal level.

Mr. Brennan gave a brief overview on the operational planning for reopening, but stated that any specifics would largely be driven by which of the above plans would be activated. The operations team is planning for minimized entry points, wellness/temperature checks, limiting parent access inside the building, incorporating handwashing into students' daily routines, reorganizing the breakfast/lunch spaces and times, giving considerations to large assemblies, and increasing the daily cleaning routines of the building. He also underscored the vital need to have unfettered access to disinfecting chemicals, sanitizer, and PPE – something that the school does not currently have.

Dr. Droege reported that she saw a tremendous pulling together as a faculty, not only to serve our students, but to serve them through a lens of our school values. She is confident that momentum can continue and will focus on reflecting on the virtual learning environment of this spring, setting a baseline in August, adapting Trimester-1 instruction to those assessments, and to set goals to achieve by Trimester-2. Mr. Hile confirmed there is more to share and the internal task force (Mr. Hile, Dr. Droege, Mr. Brennan, Mrs. Gripp, and Ms. Gibbs) are working on this specific issue.

Mr. Hile also shared that the leadership team is spending time to intentionally plan and strengthen summer institute, which directly stems from staff feedback asking for stronger professional development.

#### c. Staffing Update (Mr. Ryan Brennan)

Mr. Brennan and Mr. Hile shared a brief overview of faculty hiring for FY21.

Mr. Norris asked if, looking at teacher retention, can Mr. Hile summarize the percentage of teacher retention and can he also talk about grade levels that had challenges this year – how does the team

have confidence those challenges will be overcome if those teachers are returning? Mr. Hile replied that personnel specifics will be discussed in closed session, but in generality, grade levels were moved around. Retention-wise, the school only lost 3 teachers (~90% retained) – 1 moved out of state, 1 left education, and 1 pursued another opportunity. He has confidence that the PD investment the school poured into faculty is paying dividends.

Mr. Norris also pointed out that the “all new” 4<sup>th</sup> grade is due to those teachers looping up to 5<sup>th</sup>, not that the school lost an entire grade level.

Ms. Salcedo noted that last month's report showed 1<sup>st</sup> grade needing to have all new hires; that's not reflected in this report. What changed? Dr. Droege answered that 2 teachers re-applied and were re-hired and 1 was moved from another grade level.

d. Enrollment Update (Mr. Andrew Johnson & Ms. Rachel Mills)

Mr. Hile stated that he was excited to share this plan; he feels it's the best plan the school can put together in this environment.

Mr. Johnson reiterated that the school is not unique in the current pause. The school has seen a shift in the past week or two, and recent movement is encouraging. The main focus continues to be on Kindergarten and Middle School.

Mr. Norris asked, as of 5/28/2019, we had 38 active MS involved. Beyond covid, what other variables have impacted the environment (going from 38 last year to 5 this year)? Have we not been able to deliver tactics this year that were successful last year? Mr. Johnson replied that 1) Lincoln stabilized and 2) KCGPA is now competing for 6<sup>th</sup> grade seats. Also, last year at this time, we had 2 months of tactics of being out in the community (events, fliers, door-to-door). He hears constant feedback on a lack of ability to get in the building and meet people face to face; there are lots of families waiting to hear when they can do those things.

Mr. Norris also queried that it appeared last year that transportation was fed back to the Board as a barrier issue. Is that the case this year? Also coming out of covid, will the school be able to do small group tours? Mr. Johnson deferred and said he will address tours shortly. For transportation, he did not hear that issue as a barrier until later in the summer; he is seeing the same this year – it has yet to have been brought up. Mrs. Gripp affirmed this perspective.

Mr. Norris requested Mr. Hile to circulate to the new Board members the Bellwether report received last year regarding enrollment.

Mr. Johnson reminded the Board that the school is recruiting to fill in a grade that does not have a natural break point – Citizens is recruiting students to leave their school in the middle of their pipeline to join ours; that's the main challenge. He then presented the recruitment report to the Board.

Lastly, Mr. Johnson shared that a middle-school specific video was released today on social media and there will be a story airing tonight on Fox4 to highlight this video and the middle school student experience.

e. Strategic Plan Update

*(provided earlier during Public Comment)*

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 personnel.

Mr. Norris invited Mr. Hile to stay.

Ms. Salcedo moved to go into Closed Session and Mr. Nelson 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 facilities and personnel. No actions were taken that require reporting.

12. Adjourn

Mr. Nelson moved to adjourn and Ms. Gilbert provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:48 pm.

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