



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

Location: CWC Kansas City Primary Grades Campus
3435 Broadway Blvd
Kansas City, MO 64111

Date: Thursday, May 9th, 2019, 5:30pm

Proposed Minutes

1. Call to Order

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

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

2. Roll Call by Board Chair

Mr. Littrell proceeded with roll call.

Present:

Mr. Jacob Littrell
Mr. Jim MacDonald
Mr. Miguel Meneses
Ms. Maria Salcedo
Mr. Anthony Sealey
Dr. Joy Vann-Hamilton

Absent:

Mr. Luke Norris
Mrs. Johna Sutton

Mr. Littrell determined that with 6 of 8 Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Dr. Droege proposed moving Agenda Item #7 (Finance Committee Report) forward to #6, in respect of Mr. Greenwood's time.

Dr. Vann-Hamilton moved to approve the agenda as modified and Mr. MacDonald provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments

Mr. Littrell invited public comment.

Ms. Sara Langford & Ms. Michelle Millard (both CWC Kansas City parents) introduced themselves as Family Council leaders; offered support to the Board and staff. The Board welcomed and thanked them.

5. Review & Consideration of minutes from the April 11th, 2019 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the April 11th, 2019 Regular Meeting of the Board.

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

6. Finance Committee Report (Mr. Paul Greenwood)

a. Review & Consideration of Monthly Financials (April 2019), including Check Register

Mr. Greenwood gave an overview of the school's key performance indicators, including a EOY forecast of 20 days of cash on hand. He reminded the Board that meets the school's 1-year target and as the school matures, that target will move to 30 days, then 60 days. He shared that projection is conservative; he believes 20 days is the end-of-year floor. Further, the school is showing a 1% gross margin and a forecasted end-of-year cash position of +\$30k (also both conservative). Enrollment and ADA has held fairly stable and he believes they will continue to hold through the month. The budget also reflects a reduction in fundraising projection; if Mr. Norris & Dr. Droege's outreach secures more funding, the school will be above target.

This annual budget has always been projecting a revenue shortfall due to start-of-year enrollment shortfall and has been offset throughout the year by expense reduction. Mr. Greenwood continued to acknowledge Dr. Droege & Mr. Brennan's expense management. The original target ending cash was \$240k; it is currently trending toward \$224k, which is in compliance with the DESE-required fund balance.

Mr. Greenwood shared that the next budgetary challenge is how to support the growth of school next academic year (going from 290 current students to 459 projected), specifically taking on increased salary obligations and making cash flow hold until state payments increase in September.

Mr. Sealey asked how much of the revenue decline can be attributed to low attendance throughout winter? Mr. Greenwood confirmed that is a casual relationship and he saw that across the board (all schools EdOps works with saw similar ADA trends).

Mr. Greenwood highlighted the school's Net Operating Income is projected at a \$160k surplus, which is lower than currently shown; the expected start-up loan repayment to CWCS accounts for upcoming expected decrease.

Mr. McDonald asked if the school is close to any thresholds for increased Special Education WADA funding? Mr. Greenwood confirmed that the school is close and needs to be above 12%. Dr. Droege further confirmed that just this month, the school's Special Education census hit 12%.

Mr. Greenwood also reminded the Board that the school can also apply to the "High Needs Fund" (if a student has expenses 3x higher than ADA) and confirmed that he does that on the school's behalf each September.

Mr. Littrell asked what strategies the Finance Committee has discussed to bridge the cash shortage over the summer? Mr. Greenwood replied that the current cash position plus the existing line of credit will weather that storm.

Mr. Greenwood presented the April check register; the Board asked a few questions regarding specific vendor payments; Dr. Droege, Mr. Brennan, & Mr. Greenwood answered.

Mr. Sealey moved to approve the February register as proposed and Mr. MacDonald provided a second. The motion was unanimously approved with none abstaining.

7. Discussion about Missouri Charter Public School Commission's Executive Director's furlough

Dr. Droege referred to an email she sent to the Board that detailed an upcoming furlough to MCPSC's Executive Director. Dr. Droege wanted to ensure the Board was aware of the furlough and underscored that there is no need for concern – it was a political budget snafu.

Dr. Droege further shared that since we are coming up on Year 4 (which we have been warned is a "year of hard work" in preparation of Year 5's renewal), she suggested a Board sub-committee to work with MCPSC.

Mr. Sealey asked if there is anything on the radar that would require approval while on furlough; Mr. Brennan confirmed there is not.

8. Executive Director's Report (Dr. Kristin Droege)

a. Diversity: Current demographics, 2019-20 enrollment update, 2019-20 staffing update

Dr. Droege shared the school's demographics continue the trend of stability in total enrollment and ethnic/gender distribution. The FRL population is trickling upward, now standing at 66%. ADA is lower than budgeted after both a rough winter and a rough Spring Break. She underscored that peer schools have seen the same struggle. The school continues to move students forward in our SpEd services, which recently crossed 12%. The ELL population is holding steady.

Mr. Johnson distributed an updated Recruitment & Enrollment Report. Mrs. Gripp gave an overview of Middle School applications, highlighting that we now have 31 in our pipeline with 3-4 additional known and expected to apply.

Mr. Johnson discussed our direct outreach to KCNA and personally welcoming families in that school community. Our 4th grade is now overfilled, so that outreach has been successful.

Mrs. Gripp gave an overview of her tactics, including starting a partnership with Cristo Rey for potential middle school transportation. She acknowledged there is still a way to go with enrollment, but very encouraged on progress during the last month. Mrs. Gripp asked the Board for support in identifying additional canvassers for our ground crew, personal volunteer hours, and dropping off welcome kits to incoming students. Mr. Johnson added that 6th grade boasts

our highest application-to-acceptance ratio (75%), which underscores the relationships that Mrs. Gripp builds.

Mr. Johnson reminded the Board about the launch year's success of ground crew canvassing in June – there's just now another wave of families thinking about school choice/enrollment. We still have progress to make, but we are positioned well to strategically take advantage of the late-moving families. He also highlighted the approach to current 5th grade students (rising 6th graders): "Why wait until end of year to make your school choice decision? You can choose now *and* bring your friend group – not risk being split up at the end of next year."

Mr. Johnson also gave an overview of the school's Kindergarten trends over time. A main lesson is to apply the personal outreach of 6th grade applicants to also K applicants - every time an application is received, our team picks up the phone.

Mr. MacDonald reflected that these numbers are exciting and there are "plenty of months left."

Mr. Brennan recapped the SchoolAppKC meeting this morning and shared all schools are "as confident as the group can be that the [waitlist/accept] movement has happened."

Dr. Droege shifted to a staffing update and shared that over the last month, the school has filled every position except one 1st grade position (with 3 candidates interviewing next week). She was thrilled to share that 83% of current staff are remaining here next year, with only 4 teachers and 2 teaching associates departing. This speaks most to the teamwork of whole community – understanding needs and opportunities for professional growth. Next month, she plans to bring a full accounting of what the staff positions will be. Dr. Droege also shared that she changed the "state of the school" meeting to be more of an open house style next Tuesday. Many current staff and incoming staff will be present and the team will have bios/pictures available for those new staff that are unable to be present. Reflecting on the interview/hiring season, Dr. Droege shared that she very purposefully restructured the way she interviewed teaching candidates (one learning the team had this year was that it is very challenging to portray the school model in a conversation – a candidate needs to be immersed in it). This year, the 1st round is phone interview, 2nd round is no longer a demo lesson – instead a 3-4 hour visit to the school where a candidate is asked to observe, take part, shadow. She has received very positive feedback from the school team as well as candidates – they feel more comfortable and confident. The school has also seen an uptick in the last month in diverse applicants, including the highest number of HL applicants we've ever had in a year. There are multiple bilingual (Spanish/French) in our incoming team as well.

- b. Understanding: Supporting all students academically &
- c. Connection: Literacy Lab Partnership & our T2 Reading Data

Dr. Droege presented an overview of initiatives/partnerships geared toward supporting all of our students. The faculty's focus has been on differentiating instruction (teaching all students in a lesson) – not just teaching to the low-achieving students or the high-achieving students. Dr. Droege is specifically pushing on the growth of all students.

- Accelerated Math Program (paralleling the Leveled Reading program) – introduced Mathematics Lab this year. Next year, every student will be in the Math Lab at least once/week. Math Lab curriculum will be a collaboration with Everyday Math program – between classroom teachers and Mrs. Bett. There is a key opportunity for 3rd/4th/5th grade

math overlap – those grades will schedule math at the same time of day and have an opportunity for students (who it is right for) to shift up/down a grade level.

- Revamping the unit projects for K-3 (this will be summer work for a core group of faculty) – ensuring the projects are aligned to student-driven inquiry.
- Increasing our Special Education team – Mr. Thomas is shifting from classroom to SpEd teacher and is bringing a strong passion for supporting high-achieving students.
- Families that we are recommending retention to – she is partnering with families to specifically provide the opportunity for two years of Kindergarten. Kansas City does not provide widespread quality Pre-K and it genuinely benefits some children to have 2 years in Kindergarten; not presented as a failure or a letdown, rather as an opportunity to be prepared for 1st grade learning. Mrs. Thomas will assess new-to-us summer school students (in June) and new-to-us non-summer school students (in July/Aug by appointment) so that we can begin leveled reading and interventions right away rather than waiting a month. She will also be evaluating our assessment tools and Literacy Lab partnership.

Dr. Droege also shared that preliminary data from Mr. Chan (CWCS) showed that students who participated in the Literacy Lab partnership (vs. students who did not) – over 90% of them finished at/above expected level of F&P growth.

9. Closed Session

Pursuant to § 610.021(3) RSMo, the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to personnel.

Mr. Littrell invited Ms. Rodriguez, Mr. Chan, Mr. Brennan, & Dr. Droege to stay.

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

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

Mr. Littrell reported that all discussion related to personnel. No action was taken that requires reporting.

11. Adjourn

JVH moved to adjourn and Ms. Salcedo provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:23 pm.

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