

KEY

Implementation Timeline + Overall Plan Tracker

Priority	Initiative	Owner	Status	2019-20			2020-21 (Year 1)			2021-22 (Year 2)			2022-23 (Year 3)			2023-2024 (Year 4)			2024-2025 (Year 5)		
				Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer		
High Quality Academic Program for ALL Students	1.1 Academic Vision: Continue to define and codify CWC-KC's academic vision for teaching and learning across all content areas, grade levels, and tiers of instruction; ensure that vision equitably meets the needs of all learners		On Track			Vision Set															
	1.2 Curriculum Mapping: Review and adjust K-8 curricular selections across all subjects and tiers to ensure all learning materials are aligned to the vision, research-based, user-friendly, culturally responsive, and meet the needs of all students, including black students, students from economically disadvantaged backgrounds, and students with special needs.		On Track			Tools Selected															
	1.3 PD: Continue to design and implement a professional development approach that is centered around the belief that all students can achieve at the highest level; Includes clear coaching roles + responsibilities, ongoing, research-based professional development.		On Track				Coaching Launched														
	1.4 Data System: Create and leverage a comprehensive data system to monitor and assess student academic progress (including close monitoring of subpopulation needs), teacher professional development, and programmatic effectiveness		On Track								Data System Launched										
Anti-Racist, Inclusive School Community	2.1 Culture Vision: Define and codify CWC-KCs approach to school culture, including beliefs, mindsets, norms, rituals, and practices shared across the CWC-KC community (including students, staff, families)		On Track					Vision Set													
	2.2 Anti-Racist Skill-Building: Build teacher and leader skill in incorporating anti-racist education actions into their practice through explicit skill-building, reflection, and feedback		On Track					Set Plan for PD	PD Launches												
	2.3 Conscious Discipline Implementation: Deepen teacher understanding of Conscious Discipline (CD) through high-quality training in the programming and ongoing implementation coaching; make explicit connections to legacy approaches.		On Track					Set Plan for PD	PD Launches												
	2.4 HR Review: Review and revise human capital policies and practices with an equity lens to ensure that disparate experiences of Black staff members at CWC-KC are addressed.		On Track				Solicit Staff Input			Revise Policies											
	2.5 Family Engagement: Design and launch an equitable family engagement strategy that solicits meaningful input and partners authentically with all families at CWC-KC (e.g. revised Parent Council structure, updated timing for parent events).		On Track				Solicit Parent Input			Launch Plan											
	2.6 Data: Build a system to regularly collect and monitor the inclusiveness/effectiveness of the school culture, with a particular emphasis on improving the disparate experiences of Black students, staff, and families.		On Track											Data System Launched							
Financially Sustainable Practices	3.1 Facilities: Determine a financially sustainable facility solution for both the Middle and Primary campuses that fit both the financial constraints and program needs of CWC-KC.		On Track		Hire facilities IA provider	Understand & evaluate options	Facilities decision finalized		Move into MS campus												
	3.2 Food Services: Strengthen operational practices around school nutrition program to eliminate net loss of program		On Track	evaluate program & understand drivers	Define & implement break even operational practices	Service breaks even															
	3.3 Transportation/After Care: Optimize investment across transportation and aftercare to best support what families elevate as their needs; redesign offering with input from all CWC-KC families to ensure equitable spend and prioritization		On Track			Survey CWC families & research KC landscape	Design refined services	Roll out new programs													
	3.4 Staffing Model: Build out staffing model + compensation plan that outlines how roles + responsibilities and FTE counts will change over 5 years of expansion; examine CWC-KC compensation programming with an equity lens		On Track	Review & evaluate roles; draft & communicate job desc to clarify roles & resp.	Model changes implement	Donor program launched															
	3.5 Donor Program: Launch an individual donor program in order to diversify the school's sources of philanthropic dollars		On Track																		
Refined External Supports	4.1 Autonomies: Clarify and define autonomies between CWCS/ CWC KC with respect to academics, student culture, talent, finance and operations		On Track		Aut. Set																
	4.2 Succession Plan: Create a formal succession plan for both general board members and leaders, including the establishment and enforcement of term limits		On Track		Succ. Plan Set																
	4.3 Board Systems + Structures: Continue to shift the board's work from "extra capacity" to strategic guidance by strengthening the use of committee structures, setting clear board goals, and providing training on governance best practices		On Track			Policies Updated															
	4.4 Board Participation: Assess & monitor patterns of board recruitment, engagement, and retention in order to ensure equitable and inclusive practices (reviewing how structures and process support inclusion and equity within the Board)		On Track			Audit Conducted	Policies Updated														
	4.5 Anti-Racist Skill-building: Continue to build board skill set to be anti-racist educational leaders for the Citizens' community and within Kansas City, by providing targeted professional learning to lead from a place of inclusion and equity		On Track			Trainer Selected	Hold Training														
	4.6 High School: Explore and determine future high school pathways for CWC students by soliciting input, exploring partnerships, and comparing options		On Track							Define Options	exploring options					Set HS Plan					

Priority Status						
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High Quality Academic Program for ALL Students	1.1 Academic Vision: Continue to define and codify CWC-KC's academic vision for teaching and learning across all content areas, grade levels, and tiers of instruction; ensure that vision equitably meets the needs of all learners	0	On Track			
	1.2 Curriculum mapping, review and adjust K-8 curricular selections across all subjects and tiers to ensure all learning materials are aligned to the vision, research-based, user-friendly, culturally responsive, and meet the needs of all students, including black students, students from economically distressed backgrounds, and students with special needs	0	On Track			
	1.3 PD: Continue to design and implement a professional development approach that is centered around the belief that all students can achieve at the highest level; Includes clear coaching roles + responsibilities, ongoing, research-based professional development.	0	On Track			
	1.4 Data System: Create and leverage a comprehensive data system to monitor and assess student academic progress (including close monitoring of subpopulation needs), teacher professional development, and programmatic effectiveness	0	On Track			
Detailed Priority Workplan						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1	1.1 Academic Vision	Develop draft of academic vision statements across subject areas	Vision for T + L; subject-specific vision statements	Director of School Leadership		To Do
2	1.1 Academic Vision	Codify non-negotiables across subject areas (shared instructional practices, student experiences, time blocks)	List of non-negotiables by subject	Director of School Leadership		To Do
3	1.1 Academic Vision	Solicit input from staff + families on vision statements + subject-level non-negotiables	Survey results; focus group notes	Director of School Leadership		To Do
4	1.1 Academic Vision	Incorporate feedback + finalize academic vision work for core subjects	Academic vision summary sheets (BW will provide example)	Director of School Leadership		To Do
5	1.1 Academic Vision	Present final academic vision summary sheets to staff and families; incorporate into existing school documents	Presentations	Director of School Leadership		To Do
6	1.2 Curriculum	Review existing academic experience at CWC against newly set vision + non-negotiables, identify areas for improvement	SWOT analysis	Director of School Leadership		To Do
7	1.2 Curriculum	Review effectiveness of current learning materials, including all curricula; where applicable, research potential high-quality replacements	List of curricula under consideration	Director of School Leadership		To Do
8	1.2 Curriculum	Pilot + select replacement curricula, where applicable	Classroom Pilots	Director of School Leadership		To Do
9	1.2 Curriculum	Finalize a go forward curricular strategy for all subjects K-8	Updated K-8 Curriculum Map	Director of School Leadership		To Do
10	1.3 PD	Articulate guiding principles for PD + coaching at CWC KC	Guiding Principles	Director of School Leadership		To Do
11	1.3 PD	Define a clear coaching team; establish clear roles + responsibilities within that team (including number of teachers on coaching load, frequency of observation)	Updated Job Descriptions	Director of School Leadership		To Do
12	1.3 PD	Research + select capacity-building approach for instructional coaches, if needed	Coaching Contracts	Director of School Leadership		To Do
13	1.3 PD	Design annual coaching and calendar that aligns w/ guiding principles + provides ongoing support on any curricular tools selected under 1.2	PD Calendar	Director of School Leadership		To Do
14	1.3 PD	Consider Whetsone (or some other system to track observation data)	Observation notes system	Director of School Leadership		To Do
15	1.3 PD	Solicit regular feedback on PD + ongoing coaching and adjust program accordingly	Survey results; focus group notes	Director of School Leadership		To Do
16	1.4 Data	Draft clear articulation of how academic data fits into CWC's academic vision	Data Vision	Director of School Leadership		To Do
17	1.4 Data	Create a list of "must haves" for a data system, with input from staff	List of Must Haves	Director of School Leadership		To Do
18	1.4 Data	Research + select platform for tracking student data that meet those needs	Data Platform	Director of School Leadership		To Do
19	1.4 Data	Define roles and responsibilities related to the tracking, entering, and analysis of student academic data	Roles + responsibilities	Director of School Leadership		To Do
20	1.4 Data	Articulate and calendar data review cycles	Assessment Calendar, Includes Data Review	Director of School Leadership		To Do

21	1.4 Data	Train teachers on effective implementation of data cycle	Staff PD	Director of School Leadership		To Do				
22	1.4 Data	Regularly review effectiveness of data system, and adjust accordingly	Survey results; focus group notes	Director of School Leadership		To Do				

Priority Status						
Priority	Initiative	Owner	Status			
Anti-Racist, Inclusive School Community	2.1 Culture Vision: Define and codify CWC-KCs approach to school culture, including beliefs, mindsets, norms, rituals, and practices shared across the CWC-KC community (including students, staff, families)	0	On Track			
	2.2 Anti-Racist Skill-Building: Build teacher and leader skill in incorporating anti-racist education actions into their practice through explicit skill-building, reflection, and feedback		On Track			
	2.3 Concius Discipline Implementation: Deepen teacher understanding of Conscious Discipline (CD) through high-quality training in the programming and ongoing implementation coaching; make explicit connections to legacy approaches.	0	On Track			
	2.4 HR Review: Review and revise human capital policies and practices with an equity lens to ensure that disparate experiences of Black staff members at CWC-KC are addressed.	0	On Track			
	2.5 Family Engagement: Design and launch an equitable family engagement strategy that solicits meaningful input and partners authentically with all families at CWC-KC (e.g. revised Parent Council structure, updated timing for parent events).	0	On Track			
	2.6 Data: Build a system to regularly collect and monitor the inclusiveness/effectiveness of the school culture, with a particular emphasis on improving the disparate experiences of Black students, staff, and families.	0	On Track			
Detailed Priority Workplan						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1	2.1 Culture Vision	Articulate a set of beliefs, mindsets, norms related to community and culture at CWC	List of Beliefs, Mindsets, Norms	?	To Do	
2	2.1 Culture Vision	Codify a set of shared rituals, community-building practices, and selected programs (i.e. Conscious Discipline) to be experienced by each stakeholder group	Set of rituals + community building practices	?	To Do	
3	2.1 Culture Vision	Solicit input on culture vision and program components	Surveys; focus group notes	?	To Do	
4	2.1 Culture Vision	Incorporate feedback; codify and share with the CWC community	Updated Culture Vision	?	To Do	
5	2.2 Anti-Racist Skill-Building	Review current suite of tools for anti-racist skill development in staff; identify strengths and areas for improvement	SWOT Analysis	Dean of Middle School	To Do	
6	2.2 Anti-Racist Skill-Building	Select training and other supports to address identified gaps in current anti-racist tools and trainings	Trainings Selected	Dean of Middle School	To Do	
7	2.2 Anti-Racist Skill-Building	Build regular systems for reflecting on biases in school and teacher level practices; create process for addressing identified areas for improvement	Reflection Cycle	Dean of Middle School	To Do	
8	2.3 CD Implementation	Conduct an informal review of CD implementation; solicit input from teachers on implementation challenges	SWOT Analysis	Dean of Middle School	To Do	
9	2.3 CD Implementation	Articulate and codify "what CD looks like at CWC," including clear articulation of staff expectations	Staff CD Expectations 1 Pager	Dean of Middle School	To Do	
10	2.3 CD Implementation	(Re) train all staff on the effective implementation of CD and expectations for the program's implementation at CWC	Training Materials	Dean of Middle School	To Do	
11	2.3 CD Implementation	Develop a plan to provide on-going supports for teachers in implementing CD, including classroom observations and coaching	PD Plan	Dean of Middle School	To Do	
12	2.3 CD Implementation	Develop a plan to introduce and onboard new staff to impelementation of CD	Onboarding Plan	Dean of Middle School	To Do	
13	2.3 CD Implementation	Evaluate the effectiveness of CD training (via PD surveys, classroom observations, student disciplinary data, etc); adjust program and teacher supports as needed	Data on Implementation	Dean of Middle School	To Do	
14	2.4 HR Review	Conduct review of current HR policies, including focus groups and surveys to understand the impact of these policies on our staff	SWOT Analysis	Director of Operations	To Do	
15	2.4 HR Review	Revise HR policies + practices, with an emphasis on improving the experience of Black staff members	Updated HR Policies	Director of Operations	To Do	
16	2.4 HR Review	Regularly reflect on staff experience data and adjust policies as needed	Calendared Review Cycles	Director of Operations	To Do	
17	2.5 Family Engagement	Review existing engagement strategy to determine effectiveness + inclusiveness using Flamboyant Foundation Family Engagement Rubric. (or similar tool); solicit input from parents	Completed Self Evaluation, informed by parent feedback	Dean of Middle School	To Do	
18	2.5 Family Engagement	Set a vision or goal for family engagement	Vision Statement	Dean of Middle School	To Do	
19	2.5 Family Engagement	Recruit and select a family engagement planning committee	Planning Committee	Dean of Middle School	To Do	
20	2.5 Family Engagement	Develop a new go forward engagement plan; implement and monitor effectiveness	Family Engagement Plan	Dean of Middle School	To Do	
21	2.6 Data	Articulate culture data collection needs; review and select program that meets those needs (if possible, same system as academic data in 1.4)	Data Platform	Dean of Middle School	To Do	

22	2.6 Data	Develop roles + responsibilities for collecting, inputing, and analyzing community culture data	Roles + Responsibilities	Dean of Middle School		To Do				
23	2.6 Data	Articulate and calendar data review cycles	Data Review Cycles	Dean of Middle School		To Do				
24	2.6 Data	Review culture data, and adjust programming accordingly	System Reflections	Dean of Middle School		To Do				

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Financially Sustainable Practices	3.1 Facilities: Determine a financially sustainable facility solution for both the Middle and Primary campuses that fit both the financial constraints and program needs of CWC-KC.	0	On Track			
	3.2 Food Services: Strengthen operational practices around school nutrition program to eliminate net loss of program	0	On Track			
	3.3 Transportation/After Care: Optimize investment across transportation and aftercare to best support what families elevate as their needs; redesign offering with input from all CWC-KC families to ensure equitable spend and prioritization	0	On Track			
	3.4 Staffing Model: Build out staffing model + compensation plan that outlines how roles + responsibilities and FTE counts will change over 5 years of expansion; examine CWC-KC compensation programming with an equity lens	0	On Track			
	3.5 Donor Program: Launch an individual donor program in order to diversify the school's sources of philanthropic dollars	0	On Track			
Detailed Priority						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1	3.1 Facilities	In collaboration with the Board finance and facilities committee, generate: 1) A comprehensive list of facilities options options to accommodate desired enrollment and program for the K-8 model 2) Evaluation criteria that will be used to weigh options (e.g. affordability, location, satisfied academic model requirements, etc.)	CWC KC facilities evaluation framework	Director of Operations and Interim Executive Director		To Do
2	3.1 Facilities	Contract with a local technical assistance service provider to: 1) Survey KC facilities landscape 2) Identify a list of potential facilities options – this should be triangulated with the list in the previous step 3) Provide recommendations to the board and school leadership	List of facilities options and recommendations	Director of Operations and Interim Executive Director		To Do
3	3.1 Facilities	Conduct a conversation with IFF to understand likelihood of renegotiation (likely to be centered around their ability to refinance their debt on 3435 Broadway)	Terms of renegotiation from IFF	Director of Operations and Interim Executive		To Do
4	3.1 Facilities	Determine facilities recommendation for both the primary and middle campuses in consultation with the Board facilities and finance committees	Preliminary primary and middle campus facilities recommendations	Director of Operations and Interim Executive Director		To Do
5	3.1 Facilities	Present recommendations to the board and vote on go-forward path	Board-approved facilities next steps	Director of Operations and Interim Executive		To Do
6	3.2 Food Services	In consultation with EdOps, perform evaluation of food service program to identify source(s) of program deficit (e.g. expense of food service providers, low federal collections, etc.)	Diagnosis of food service program shortfall drivers	director of Operations and Interim Executive		To Do
7	3.2 Food Services	Determine metrics and corresponding goals to monitor and track food service program performance	Food service program metrics and goals	Director of Operations		To Do
8	3.2 Food Services	Design and implement operational procedures to achieve food service program goals	Revised food service operations procedures	Director of Operations		To Do
9	3.2 Food Services	Monitor and track progress towards food service program goals; practice continuous improvement of program until break-even goal achieved	Food service reporting	Director of Operations		To Do
10	3.3 Transportation/After Care	In partnership with Show Me KC Schools, launch a survey of CWC current and prospective parents to understand relative value of transportation and after care	CWC KC transportation and after school family survey	?		To Do
11	3.3 Transportation/After Care	Research the transportation and after school services provided by CWC KC's top charter competitors; triangulate learnings to family needs	KC Charter transportation and after school program analysis	?		To Do
12	3.3 Transportation/After Care	Evaluate transportation and after school spend against: - The needs expressed by CWC KC families through the survey; - Market value of transportation and after school programs Determine if there is a way to continue to provide the services in a more cost effective manner that meets the needs of current and prospective CWC families	Preliminary transportation and after school offering plan	?		To Do
13	3.3 Transportation/After Care	Present recommended transportation and after school program revisions to CWC KC families for another round of feedback; make revisions as necessary	Revised transportation and after school offering plan	?		To Do
14	3.3 Transportation/After Care	Present recommended transportation and after school program plans to CWC KC board for approval	Final transportation and after school offering plan	?		To Do

15	3.4 Staffing Model	Perform a review of CWC KC administrative and leadership staffing role and responsibilities; document and understand current divisions of roles by functional team	Current state assessment of staffing roles & responsibilities	?		To Do				
16	3.4 Staffing Model	Assess staffing model against strategic priorities and impact goals; identify opportunities for further role clarity and efficiencies	Internal staffing review process; identification of preliminary role changes	?		To Do				
17	3.4 Staffing Model	Review or create job descriptions (where needed) to clarify each key role's individual and shared responsibilities; where responsibilities are shared, clearly define division of labor	CWC KC staff job descriptions	?		To Do				
18	3.4 Staffing Model	Implement staffing changes as a result of opportunities identified in internal staffing review process	Staffing model changes	?		To Do				
19	3.4 Staffing Model	Conduct an annual compensation equity review; determine if compensation adjustments are required	Compensation review	?		To Do				
20	3.4 Staffing Model	Roll out compensation adjustments determined in review process with care and careful communication	Compensation adjustments (if necessary)	?		To Do				
21	3.5 Donor Program	Define individual donor program goals	Individual donor program goals	?		To Do				
22	3.5 Donor Program	In collaboration with the Board perform outreach and cultivate potential donors; examine high ROI activities that would encourage individual giving (e.g. an event or celebration)		?		To Do				
23	3.5 Donor Program	Research individual donor program best practices and design program aligned to learnings	Individual donor program design	?		To Do				
24	3.5 Donor Program	Launch program; continuous evaluation of program success vs. goals with an eye for cost of program vs. payoff	Individual donor program evaluation and improvement	?		To Do				

Priority Status					
Priority	Initiative	Owner	Status		
Refined External Supports	4.1 Autonomies: Clarify and define autonomies between CWCS/ CWC KC with respect to academics, student culture, talent, finance and operations		0 On Track		
	4.2 Succession Plan: Create a formal succession plan for both general board members and leaders, including the establishment and enforcement of term limits		0 On Track		
	4.3 Board Systems + Structures: Continue to shift the board's work from "extra capacity" to strategic guidance by strengthening the use of committee structures, setting clear board goals, and providing training on governance best practices		0 On Track		
	4.4 Board Participation: Assess & monitor patterns of board recruitment, engagement, and retention in order to ensure equitable and inclusive practices (reviewing how structures and process support inclusion and equity within the Board)		0 On Track		
	4.5 Anti-Racist Skill-building: Continue to build board skill set to be anti-racist educational leaders for the Citizens' community and within Kansas City, by providing targeted professional learning to lead from a place of inclusion and equity		0 On Track		
	4.6 High School: Explore and determine future high school pathways for CWC students by soliciting input, exploring partnerships, and comparing options		0 On Track		
Detailed Priority Workplan					
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress
1	4.1 Autonomies	Complete contract process with CWCS		Jon Hile	Complete
2	4.1 Autonomies	Once contract completed, map CWCS annual calendar to CWC KC annual strategic initiatives and calendar - look for potential challenges in timing; check for alignment		Interim Executive Director	To Do
3	4.1 Autonomies	On at least a quarterly basis, lead a detailed check-in with CWCS point person to share strategic initiatives and work in Kansas City		Interim Executive Director	To Do
4	4.2 Succession Plan	Review the bylaws and make amendments for term limits as proposed in the bylaws for leadership roles and for membership	Annotated bylaws	Interim Executive Director	To Do
5	4.2 Succession Plan	Identify 2-3 potential leadership successors and craft and write down a plan to support experience development to have them prepare for the role	Succession Plan	Interim Executive Director	To Do
6	4.2 Succession Plan	Implement succession plan with fidelity, including developing near-term transition plans for key positions	Smooth Transitions of Key Positions	Interim Executive Director	To Do
7	4.3 Board Systems + Structures	Review board structures, including committee structures, goal setting processes, and other governance practices; identify strengths and areas for improvement	SWOT Analysis	Interim Executive Director	To Do
8	4.3 Board Systems + Structures	Deploy and implement existing recommendations from Education Board Partners (SEE BOARD OF DIRECTORS WORK PLAN for details)	Action Plan for Recommendations	Interim Executive Director	To Do
9	4.4 Board Participation	Conduct an audit of patterns of recruitment, participation and retention; identify areas for improvement in equitable, inclusive patterns of participation	Board Audit	Chair of Nominating Committee	To Do
10	4.4 Board Participation	If needed, solicit external support in adjusting practices to create equitable, inclusive patterns of participation	Contract Services Selected	Interim Executive Director and Board	To Do
11	4.5 Anti-Racist Skill-building	Survey board participants and broader school community to refine specific list of training needs	Survey Results	Interim Executive Director	To Do
12	4.5 Anti-Racist Skill-building	Create a professional learning scope and sequence for the next three years for the board	Scope + Sequence	Interim Executive Director	To Do
13	4.5 Anti-Racist Skill-building	Secure trainers and materials aligned to scope and sequence; hold trainings and monitor effectiveness	Training Calendar Finalized	Dean of Middle School	To Do
14	4.6 High School	Form a diverse planning committee that represents a variety of stakeholders within the CWC community	Committee Formed	Dean of Middle School	To Do
15	4.6 High School	Develop a structure and timeline for working together as a committee	Committee Structures + Process Timeline	Dean of Middle School	To Do
16	4.6 High School	For each of the three options (1) partner with KCPS, 2) partner with another charter to pay tuition and 3) build a feeder pattern; map the relationships and action steps	Defined Set of HS Options	Dean of Middle School	To Do
17	4.6 High School	Solicit input from the broader community on viability + attractiveness of each option	Survey results; focus group notes	Dean of Middle School	To Do
18	4.6 High School	Select a HS pathway option + build a plan to operationalize	HS Pathway Defined	Dean of Middle School	To Do
19					To Do
20					To Do
21					To Do
22					To Do
23					To Do