



**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, April 11th, 2019, 5:30pm

Proposed Minutes

1. Call to Order

Mr. Littrell called the meeting to order at 6:02 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 (via phone, 7:27 pm)
Mr. Miguel Meneses (via phone)
Ms. Maria Salcedo
Mr. Anthony Sealey (via phone)
Mrs. Johna Sutton (via phone)

Absent:

Mr. Luke Norris
Dr. Joy Vann-Hamilton

Mr. Littrell determined that with 5 of 8 – later 6 of 8 - 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 Mrs. Sutton provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments

Mr. Littrell invited public comment. No public comment was made.

5. Review & Consideration of minutes from the March 13th, 2019 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the March 13th, 2019 Regular Meeting of the Board.

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

6. Review & Consideration of minutes from the April 1st, 2019 special meeting of the Board

The Board did not have any comments regarding the proposed minutes from the April 1st, 2019 Special Meeting of the Board.

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

7. Reminder to the Board to complete annual filing requirement with the Missouri Ethics Commission

Mr. Littrell reminded the Board that all Board members must complete their annual filing with the Missouri Ethics Commission before May 1st.

8. Review & Consideration of the 2019-2020 Academic Year Calendar

Note: *In compliance with §171.031(1) RSMo, public notice is given that the proposed opening date is more than ten calendar days prior to the first Monday in September.*

Dr. Droege shared the proposed 2019-2020 academic calendar with a very similar structure to 2018-2019's calendar: 3 weeks of summer institute, 1 week of Thanksgiving break, 2 weeks of Winter Break, 1 week (pending weather makeup days) during spring (Spring Break is specifically denoted that way). Dr. Droege reminded the Board that, for 2019-2020, DESE shifted to a minimum minutes (not minimum days) requirement. This proposed calendar puts the school well above that minimum, but she believes our model still requires a higher number of days. Dr. Droege also does not feel that days added into May is beneficial to our MAP-testing students. Therefore, denoting Spring Break as "possible makeup days" helps us be able to communicate to families/staff to plan ahead for contingencies.

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

9. Finance Committee Report (Mr. Paul Greenwood)

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

Mr. Greenwood shared the March Financial Report which did not show much variance from February. ADA has matched the school's declining attendance (due to weather days, etc.), and therefore state revenue has declined to match – this is not surprising.

Mr. Greenwood shared a discussion from the Finance Committee in that there is still a \$100k exposure in local fund-raising – we have line-of-sight to it, but still variable. Optimistically, our year-end projected cash balance is \$300k; however, if donations do not come through that may decrease to \$200k. This is still above our cash requirement, but means the school will need to access our line of credit in late summer. Otherwise, cash flow and expense management are good.

Mr. Greenwood presented the March check register; the Board did not have any questions.

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

b. Discussion of 2019-2020 draft budget

Mr. Greenwood reminded the Board that last fall, the school developed a 5-year pro-forma. That pro-forma was the starting point for the 2019-2020 budget. He, Dr. Droege, and Mr. Brennan worked on iterations to update that first draft with new information (staffing, expense, etc.) and updated enrollment projections (primarily increasing ADA to 412, a +150 increase from 2018-2019). Mr. Greenwood shared that he is not as worried about state revenue fluctuations this year, but he is still reflecting modest conservatism. The draft reflects local grants/donations at \$900k, of which \$650k is already accounted for. The school will need to raise an additional \$250k – something it has done each of the last 2 years. Per previous conversations, school staff is also targeting to improve food service and after-school care loss ratio. Currently, there is still a \$47k+ deficit projection, so still some work to do to get it to balance. The risk of the budget is assuming full enrollment at 6th grade and \$250k in unaccounted donations; otherwise expenses are reviewed and fairly set.

Dr. Droege shared that her goal today was to bring the first draft and ask the Board what iterations they would like to see across the next month to finalize by June.

Mr. Littrell responded that it is key to keep tabs on Middle School enrollment and how we will need to adjust the budget based on those changing numbers. Additionally, we need to be planning (contingency) for lower 6th grade enrollment.

Mr. Littrell also clarified if this draft reflects a full-time Executive Director salary; Dr. Droege confirmed it does.

Ms. Salcedo asked if this budget draft was “Plan A;” correct? KD – yes.

Mr. Littrell asked if we always built in a 3% underenrollment assumption? Mr. Greenwood replied that he started building in under-enrollment assumptions in last year's (2017-2018) budget model. He further said that, “Actually we probably wouldn't be wrong to build in a higher under-enrollment percentage - it's always been tight.”

Mr. Littrell further asked a question on the local donations: \$650k is locked in, but do we have confidence in the additional \$250k? Dr. Droege replied that \$250k was the amount that the Board was comfortable with in the pro-forma development. The school has raised double that amount 2 years ago and triple that this year...it is possible, but probably not ideal.

Dr. Droege confirmed that her team is planning to continue to work on it and asked the Board if they would like her to bring back different iterations? Mr. Littrell confirmed yes.

Ms. Salcedo asked if a target enrollment of 459 is a reasonable number - can we get there? Dr. Droege agreed that that is the lynchpin.

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

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

Dr. Droege shared current demographics of the school – fairly unchanged month-to-month and currently at 289 enrollment. She expects 1-2 more students to exit due to impending family relocations. She further has not seen any change to overall demographics (ethnicity or socioeconomically). ADA was fairly devastating this month, as it was to many of our peer schools. There has been little movement in both entrances and exits (44 enter; 38 exiting), resulting in 29% turnover which is the school's lowest percentage to date.

Mr. Brennan provided up-to-minute enrollment update.

Dr. Droege shared that she recently made the decision to close re-enrollment for those families (15) still in the re-enrollment waitlist. Those families have received a minimum of 8 communication points since re-enrollment opened and virtually all of them have attendance issues that would necessitate an attendance conversation about returning (i.e. at what grade level) next year. They are welcome and encouraged to re-apply and they will be awarded a seat, pending availability, but their seats have been officially released.

Mr. Littrell asked if we are still offering 15% above capacity; Dr. Droege confirmed yes.

Dr. Droege asked Mrs. Gripp to present her recruitment/enrollment report. Mrs. Gripp shared that personal referrals are starting to be the biggest tool in the toolbox – she will start reaching out to 4th/6th grade “accepted” families for friend referrals. She is working on building relationships with the two closing charters (Mr. Johnson is there tonight, in fact). Volunteer parents are delivering welcome gifts to incoming Kindergarten families and there are ongoing tours almost daily. On the flipside, Mrs. Gripp shared that she has seen a few activities not be as successful (handouts at the polls, St. Patrick's Day parade canvassing). Lastly, she plans to feature incoming faculty on the short “why I'm joining CWCKC” Facebook videos.

Dr. Droege shared that there is a strong focus on personal outreach and she is excited for the canvassing team to start (they jump-started last Saturday and will full-force start this upcoming Saturday). This team is a partnership effort with KCGPA (funded by SSKC) and is a paid “volunteer” ground crew comprised of mostly school-connected people. Additionally, we have hired a ground crew coordinator who starts tomorrow. Each week, teams of canvassers will check in and be assigned specific areas (neighborhoods) or events, then document their activities (how many door knockers hung, etc.), then compare that data to what applications we see come in. That approach will be weekends/evenings across April and May and expanded to 8-10 hours/week into June and July.

Ms. Salcedo asked if Ms. Mills is the person the Board discussed last month to bring on? Dr. Droege replied that no, Ms. Mills is funded by SSKC on a part-time basis to oversee the joint

partnership effort. There was a separate Board conversation about a contract marketing person for CWCKC and Dr. Droege does not know if that piece has moved forward.

Mr. Littrell shared a snippet he heard from his Bellwether debrief: they said current 5th graders are enrolled somewhere *right now* – how are we going to pull them out of their current school's pathway and into our program? Mrs. Gripp answered that we have most definitely looked into that. There's not a lot of K-5 programs that need to "feed" their students into 6th; those that are closing go through 4th, so they need a 5th grade place, but not 6th.

Dr. Droege also stated that this is the year we have to be less polite about recruiting out of low-performing schools. We need to focus on students not testing into Lincoln. We need to focus hard on to nearby schools that are low-performing. Mr. Littrell asked what can we specifically do to get in front of those families? Mrs. Gripp replied that she is using personal referrals from accepted parents coming out of those programs. Dr. Droege also shared that she would like to boldly host a targeted evening for each of those schools; invite those families to us directly. Mr. Littrell and Ms. Salcedo underscored that that is where the focus needs to be. Mrs. Gripp agreed and shared excitement that Ms. Mills will greatly contribute from a systems-thinking perspective and directly support that through the ground crew. Dr. Droege also shared that she is seeing trends in recent faculty applications coming out of certain schools – she will reach out to them.

Mr. Littrell asked where the "concern point" is; Dr. Droege replied that we originally targeted the May Board meeting, but that now may be premature due to summer outreach and response. At next month's meeting, we will review trends and tactics, but not in a final sense.

Dr. Droege then shared a staffing update for 2019-2020. She is still interviewing and still receiving applications; in fact, they have sped up in the last week and a half. Recent applications have begun to be more diverse (which is historic trend). In addition to filling empty spaces, she is focusing on communicating about the positions that are filled to our families. Mimicing the "drip communication" style, those communications have focused on Ms. Gibbs' new role, Mr. Thomas' shift into Special Education and the like; she has received good feedback from families. Dr. Droege also sent out communication today to 1st grade families detailing the "1st to 2nd loop changes" relating to reducing from 4 classrooms to 3 and classroom teacher shifts. Originally all 4 1st grade teachers indicated to not return; since then, 2 of them have re-committed, but 1 at a different grade level. The letter that went out today provided an overview of those changes as well as specifically discussing Ms. McGirt's class continuing as a cohort, Ms. Kidd's class continuing together, but now being taught by Ms. Schoen, Ms. Deibel's class continuing together with a new teacher, and Mrs. Gardner's class split among the other 3 to reduce down. as a group, hiring out for that. Will split out NG's class in order to reduce down to 3 classes.

Dr. Droege also stated that in the next 2-3 weeks, as each grade level gets staffed completely, that information will go out. She is also having internal conversation about shifting the "state of the school" night into 6 individual grade-level "meet the teachers" meetings.

The school is still looking to hire 2 (out of 4) Kindergarten teachers, 3 (out of 3) in 1st (Dr. Droege is really working hard to focus on experienced candidates, knowing it will be a loop commitment), 1 more in 3rd, and 1 more in 4th. Of those, she has 3 more applicants in the 2nd round stage. There are also 2 more Kindergarten Teaching Associate positions, but those are usually filled in the summer, so Dr. Droege is not rushing those. Additionally, she is still filling part-time specialist positions, but again is not rushing those. Lastly, there are still 2 open faculty positions in Middle School and both are close to being filled. Dr. Droege reiterated that it is notable that the last 1-2

weeks have seen a specific increase in diversity entering the applicant pool. The early pool was very heavily slanted to Caucasian Females and now boasts multiple men as well as 2 Hispanic candidates and one Hispanic Male hired. Dr. Droege shared that she does not feel that it is late in the hiring season and is comfortable with the progress so far. The Board did not have any staffing questions.

b. Understanding: T-2 Academic data and discussion with Academic Excellence Committee

Dr. Droege gave an overview of assessment results from Trimester 2.

- Looking specifically at Fountas & Pinnell, across grades (K-3) there was strong growth in reading – at 77%.
- Looking at NWEA, it did not show as strong of growth, but NWEA normally does not for T2. However, the data is slightly lower than historical. 1st/2nd graders' growth numbers fell a little behind national average; 3rd graders moved a little ahead.
- NWEA growth from T1 to T2 math was comparable to last year whereas reading was a little lower.
- In achievement, Fountas & Pinnell data is quite strong. Across all students (K-3) 67% of students are on/above grade level. NWEA shows 41% on/above in reading and 43% on/above in math (comparable to past numbers, but Dr. Droege confirmed that she would like them higher).
- Specifically looking at students with disabilities: 55% are hitting growth targets in reading (higher than any other group in our school). This underscores the effectiveness of the Special Education team's strategies.
- The school continues to see the correlation of higher achievement levels to the higher the grade level.
- The data shows the powerful need to focus on the interventions that are effective early on in Kindergarten and 1st grade.
- Dr. Droege's next steps are 1) pulling apart the 4 strands of NWEA instead of using it as a comprehensive reporting tool – see where our weakest links are and focus intervention there, and 2) our internal daily data in Everyday Math, supported by these results show that Math continues to be quite strong so the focus isn't there – it's on the NWEA/reading.

Dr. Droege asked the Board for questions; the Board did not pose any.

c. Connection: Kansas City Pre-K Cooperative – opportunity for CWCKC

Dr. Droege provided the Board with an overview of the genesis of the Kansas City Pre-K Cooperative. The process started in February 2018, pushed forward by MCPSA with the goal of drawing more state funds into Kansas city to support Pre-K through the “4% allotted to charters.” As structured, very few charters could take advantage of the additional funding because it required on-site Pre-K space and significant investment. MCPSA's plan was to pull charters together, pool the seats, and partner with someone that already provides the seats. They were skeptical that it would be any less than a 5-year plan, but it has moved quite quickly and is ready to move forward for 2019-20. There are six Kansas city charter schools involved, to partner with three host sites (chosen for being high-quality, already-functioning centers who offered some element of publicly funded seats). Four of the schools (Citizens, Crossroads, University Academy, and KIPP) will partner with St. Mark's, Genesis will partner with Emmanuel, and Hogan will partner with Operation Breakthrough. This set of schools will look to pull in \$125k additional funding for new seats which will increase Kansas City's Pre-K seats. We chose St. Mark's because they use an arts-infused curriculum model (similar to our Kindergarten), they are the only one of the three host

sites that draws a diverse population (because they mix state-funded and tuition-funded seats), and because the seats they are adding do not fit in their campus – the new seats will be at 39th & Troost (which is right in the middle of our geographic preference area). All of DESE negotiations have been far more open and MCPSA has received far less pushback than expected. MCPSA has recently drafted a sample MOU with the next step that each partner school and host site will finalize it with the details they need (calendar, data sharing strategies, etc.) and the funding flow-through model (money comes to us from DESE, we would get invoiced from the host site). This will be happening over the next 10 days (pending the Board's initial support).

Mr. Brennan provided the Board with a quick overview of the Commission's support of this plan and their outreach support on our behalf to DESE. There will be another Pre-K lottery targeted for the end of April and the school would like to fill them through our marketing/outreach (siblings, etc.); if we can't fill them, St. Mark's will. These students will be our LEA students and as such, they will not need to go through the lottery again the following year for Kindergarten.

Dr. Droege said that the process now is that Mr. Benton will review the MOU, Mr. Brennan will setup SchoolMint for applications and lottery, and there may be a need for a special Board meeting to approve it before the May meeting. Lastly, Dr. Droege shared that a potential funder toured the school this week and is specifically interested in Pre-K. Dr. Droege focused on the opportunity and value that Pre-K offers – it is not just about Kindergarten readiness, but also in support for the Kindergarten year and the transition into 1st grade. The funder was very interested and Dr. Droege will submit a grant proposal (~\$125k) for next year.

Mr. Littrell asked if we will need to execute an MOU? Dr. Droege replied in the affirmative, but that first details between St. Mark's and Citizens needed to be finalized.

Dr. Droege asked if, in a general sense, she could have Board approval to keep the process moving forward; the Board granted approval.

d. 2019-20 Strategic Planning kick-off discussion

Mr. MacDonald joined via phone at 7:27pm

Dr. Droege presented this section as the wrap-up piece for the strategic planning from this past year (2018-2019) and wanted to bring the individual initiatives for discussion/update. Dr. Droege Introduced Laura Furlong (CWCS) to give overview of 2019-20 process. Typically, the Executive Director will pull priorities together after looking at a variety of factors (survey results, academic data, etc.); Mrs. Furlong suggested that in the absence of an Executive Director, she (Mrs. Furlong) would coordinate and work with the committees, get feedback, combine initiatives into an overall plan, and present it in May with affirmation in June Feedback/questions?

Mr. Littrell asked for clarity on who is serving in what role in this process. Mrs. Furlong clarified that she will continue to work with Dr. Droege and the Academic Excellence Committee to develop goals/outcomes, then leverage other people's strengths to focus on the other tabs/initiatives. Mrs. Rodriguez affirmed that Mrs. Furlong will "drive the process and collaborate with Dr. Droege and myself."

11. 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 asked for a few minutes of Board-only discussion, followed by an invitation to Dr. Droege, Ms. Rodriguez, and Mrs. Furlong to re-join closed session.

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

12. 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.

13. Adjourn

Ms. Salcedo moved to adjourn and Mr. MacDonald provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:46 pm.

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