



**Annual Retreat of the
Board of Directors of Citizens of the World Kansas City**

Location: American Century Building
4520 Main St., Suite 520
Kansas City, MO 64111

Date: Saturday, July 15th, 2023, 9:00am – 3:00pm

Proposed Minutes

1. Call to Order

Ms. Finocchario called the meeting to order at 9:09 a.m.

Ms. Finocchario welcomed the members of the public in attendance and gave an overview of the meeting order.

2. Roll Call by Board Chair

Ms. Finocchario called roll as follows:

Present:

Mrs. Lydia Butler
Hon. Ardie Bland
Mrs. Angela DeWilde (via video)
Ms. Brandi Finocchario
Dr. Asiya Foster
Dr. Sarah Hicks
Ms. Selina Rios

Absent:

Mr. Roosevelt Lyons
Mr. Jim MacDonald

Also present were Dr. Miles & Mr. Brennan, CWC Kansas City staff.

Ms. Chambers, CWC Kansas City staff also joined to lead the initial activity.

Ms. Finocchario determined that with 7 of 9 Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda *[Board Action]*

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

Dr. Foster moved to approve the agenda as modified and Mrs. Butler provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments

Ms. Finocchario introduced herself, thanked the public, and provided an overview of the public comment process and guidelines. Ms. Finocchario then invited public comment; no public comment was made.

5. Retreat Working Session *[Information/Discussion]*

9:00a Welcome

Ms. Finocchario welcomed the Board and provided an overview of the agenda.

9:15a Conscious Discipline Activity (Ms. Johanna Chambers)

Ms. Chambers led opening "Brain Smart Start" activities (Unite-CWC Chant, Disengage Stress-Balloon Breathing, Connect-Wright Family Vacation, and Commit-Share Individual Commitment) and educated the Board on why each was important.

9:30a Discussion (Dr. Sarah Hicks)

Dr. Hicks led discussion around community and examples each member has seen and experienced.

9:45a Equity Activity: Positional Statements (Ms. Selina Rios)

Ms. Rios gave a presentation about equity positional statements, then led a small group activity to engage the Board in individual reflection.

10:45a Board Training: How A Board Listens (Dr. Sarah Hicks)

Dr. Hicks presented a video by SchoolSmart Kansas City, titled "Equity: How A Board Listens."

Dr. Miles asked if she can be providing the Board with additional resources or data points; Dr. Hicks underscored the importance of staff survey results and discussed ways to ascertain more of that type of information (focus groups, etc.). Ms. Rios discussed also considering "who we are centering" when we receive that type of feedback (i.e. are we focusing our decisions on "the majority" or "the most vulnerable"). Dr. Hicks also suggested having specific teachers (i.e. our Interventionists) lead student surveys, then present data back during PD. She mentioned the "Colorado Perception Survey" as a potential tool.

11:15a Review Charter Goals & Strategic Priorities (Dr. Danielle Miles)

Dr. Miles reminded the Board that the Charter Goals are what the school ascribes to, as well as what will determine if the school gets renewed. Our Educational Equity Committee specifically monitors the Academic Goals.

Goal 1: Students will demonstrate an understanding of Missouri Learning Standards. At least 50% of students at a CWCKC school will score Proficient or Advanced on the Missouri MAP ELA Standards.

For 2021-22, intermediate goal was 40%; the school's actual was 32%

Goal 2: Students will demonstrate an understanding of Missouri Learning Standards. At least 45% of students at a CWCKC school will score Proficient or Advanced on the Missouri MAP Math Standards.

For 2021-22, intermediate goal was 33%; the school's actual was 21%

Goal 3: CWC Kansas City will work intentionally and effectively to close differences in students of color on the Missouri MAP assessment will have no more than a 5% variance in both ELA and Math assessments.

For 2021-22, the intermediate goal was <10% in ELA and <17% in ELA; the school's actuals were 7% and 13%, respectively.

Goal 4: At least 80% of students who have completed one year at CWC Kansas City will read at or above grade level by the end of the 2nd grade as measured by Fountas & Pinnell's Benchmark Assessment System.

For 2021-22, the intermediate goal was at least 70%; the school's actual was 33%. For 2022-23, the intermediate goal was at least 73%; the school's actual was 57%. Additionally, Dr. Miles provided context on this goal: At the beginning of the year, less than 30% of incoming 2nd graders were reading on grade level, most of them in Kindergarten. To increase to 57% represented quite a bit of growth.

Goal 5: 60% of CWC Kansas City students will meet both Math and ELA projected growth targets as measured by NWEA MAP assessment each year.

For 2021-22, the intermediate goal was 40% in both ELA and Math; the actual was 40% (Math) and 45% (ELA). For 2022-23, the intermediate goal was 45% in both ELA and Math; the actual was 48% (Math) and 46% (ELA).

Goal 6 (Attendance): CWC Kansas City will achieve an average attendance rate of 93% by year five of this charter.

For 2022-23, the target was 93%; actual was 89%.

Goal 7 (Parent/Caregiver Engagement): CWC Kansas City will achieve at least an overall parent/caregiver engagement rate of 80% as indicated by parent/caregiver surveys.

2022-23 goal was 80%; actual was 46%.

Goal 8 (Student Discipline): CWC Kansas City will reduce exclusionary classroom discipline events by 60% to fewer than 1 per student (on average) as evidenced by internal student reporting.

2021-22 goal was 2.25 incidents per student; actual was 1.25. 2022-23 was 1.75 incidents; actual was 1.66.

Goal 9 (Financial Stability): CWC Kansas City will retain a cash reserve of at least 60 days cash on hand by the end of the year at the end of this charter.

2022-23's intermediate goal was 45 days; actual was 85. Reminder that 2023-24 has a planned increase, but 2024-25 had a decrease.

Goal 10 (Board Engagement): At least 80% of the CWC Kansas City Board of Directors will attend 80% of the meetings in a fiscal year.

2021-22 actual was 50%, 2022-23 actual was 36%. Reminder and discussion about recommitting to attending meetings.

11:45a 2023-24 Strategic Priorities (Dr. Danielle Miles)

Mrs. Butler asked what is timeline/range of this Strategic Plan? Dr. Miles replied that she inherited the priorities, they were set in 2020-21, and was structured as a five year plan (through 2025-26).

The Board held discussion on how to regularly report progress on these priorities to the Board.

Miles presented her "Top 15 Priorities," as follows:

1. [Academic] Develop draft of academic vision statement across subject areas.
2. [Academic] Codify non-negotiables across subject areas (shared instructional practices, student experiences, time blocks).
3. [Professional Development] Articulate guiding principles for PD & coaching at CWC Kansas City.
4. [Professional Development] Define a clear coaching team; establish clear roles and responsibilities within that team (including number of teachers on coaching load, frequency of observations).
5. [Culture] Articulate a set of beliefs, mindsets, and norms related to community and culture at CWC Kansas City.
6. [Culture] Codify a set of shared rituals, community-building practices, and selected programs (i.e. Conscious Discipline) to be experienced by each stakeholder group.

7. [Anti-Racist] Review current suite of tools for antiracist skill development in staff; identify strengths and areas for improvement.
8. [CD Implementation] Articulate and codify "what CD looks like at CWC Kansas City," including clear articulation of staff expectations.
9. [HR Review] Conduct review of current HR policies, including focus group and surveys to understand the impact of these policies on our staff.
10. [Family Engagement] Review existing engagement strategy to determine effectiveness and inclusiveness using Flamboyant Foundation Family Engagement Rubric (or similar tool); solicit input from parents.
11. [Facilities] In collaboration with the Board Finance & Facilities Committees, generate 1) A comprehensive list of facilities 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.)
12. [Facilities] Contract with a local technical assistance service provider to: 1) Survey Kansas City facilities landscape, 2) Identify a list of potential facilities options, 3) Provide recommendations to the Board and school leadership.
13. [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.
14. [Facilities] Determine facilities recommendation for both the elementary and middle campuses in consultation with the Board Facilities and Finance committees.
15. [Facilities] Present recommendations to the Board and vote on go-forward path.

Dr. Miles gave an overview of the 2023-2024 key partnerships with Level Field (for Facilities goals), Instructional Partners (for Academic goals), and ThriveOn Concepts (for leadership development). She also noted the majority of the needed partnership funds are grant-funded.

12:15pm Review of CWCS Services (Dr. Danielle Miles)

Dr. Miles gave the Board a brief history of MCSI's efforts to start a school, landing on a partnership with CWC Schools, based out of Los Angeles. Initially, CWCS hired and supervised the Executive Director (originally Dr. Kristin Droege, then Mr. Jon Hile). That supervision structure changed with the charter renewal, now having the CWC Kansas City Board directly supervise the Executive Director.

Dr. Miles reminded the Board that when started as Director of School Leadership, and even as she was appointed Executive Director, there was not clarity between CWC Schools and CWC Kansas City. To confirm, from a licensing perspective CWC Kansas City is required to:

- 1) Distribute and utilize the parent survey authored by CWC Schools,
- 2) Utilize NWEA as a primary assessment tool,
- 3) Align with CWC Schools' branding, mission, vision, and core values.

Otherwise, the school is autonomous from CWC Schools.

The current service agreement is that CWC Schools serves as a “thought partner;” Dr. Miles has asked for more deliverables, specifically regarding capacity building and professional development on the “unique” aspects of CWC. Dr. Miles said the school also works with CWC Schools on “Roots” and “Restorative Practices.” CWCS is also helping Dr. Miles work on aligning evaluation tools with state-mandated categories.

Further Board discussion was held regarding:

- The support CWC Schools provides across regions (uniformly or region-specific),
- The working relationship between CWC Schools and CWC Kansas City
- The fee CWC Kansas City pays to CWC Schools and the deliverables CWC Schools provides CWC Kansas City, with concern being raised about the fee level.
- What the agreement details regarding renewal, renegotiation, termination, or sunseting.

Mrs. Dewilde said she would like to form a sub-committee to explore and discuss this further. Dr. Miles supported the idea of a sub-committee, with both Mrs. Dewilde & Hon. Bland expressing interest in serving.

Dr. Foster motioned to form a “Brand Identity” Sub-Committee and Ms. Rios provided a second. The motion was unanimously approved with none abstaining.

Dr. Hicks and Ms. Finocchario nominated Mrs. Dewilde to chair the Brand Identity Sub-Committee; Mrs. Dewilde agreed.

Ms. Rios provided a second. The motion was unanimously approved with none abstaining.

1:00p Presentation: Level Field

Zach Rossley and David Endom joined from Level Field. They introduced themselves and gave an overview of the project that Dr. Miles & Mr. Brennan have outlined. CWC Kansas City currently operates out of its leased Broadway facility, which has two primary drawbacks: The facility has a maximum enrollment capacity of ~400 PK-8 students which is only two-thirds of the school’s target enrollment of ~600 PK-8 students.

The facility’s current configuration does not allow the school to offer important middle school programming (i.e., no gymnasium, no space for a music program, etc.), the lack of which makes it significantly more difficult to attract and retain middle school students. CWC Kansas City engaged Level Field to help evaluate the viability of expanding its existing Broadway facility while simultaneously vetting other temporary and permanent facilities options in order to begin increasing enrollment as soon as SY24-25.

Mr. Rossley and Mr. Endom reflected back agreement on CWC Kansas City's facilities 'must haves,' as follows:

1. Location. CWC Kansas City is a neighborhood school and must remain in the Westport neighborhood.
2. Affordability. CWC Kansas City operates on a tight budget and must identify an affordable facilities solution, including limiting any required equity contribution to preserve operating cash.
3. Enrollment capacity. CWC Kansas City must have a facilities solution that enables it to enroll ~600 PK-8 students to maintain its desired program in a financially sustainable manner.
4. Middle school programming. CWC Kansas City wants to offer middle school appropriate programming in order to better compete with other middle schools on attracting and retaining students. Notably, this includes the desire to have a dedicated gymnasium.

They then introduced and gave overview on additional companies on the initial team:

- Commercial Real Estate Broker: InSite
- Architect: Multistudio
- Cost Estimator: McGown Gordon

Level Field's sole focus over the next 6+ weeks is to quickly and thoroughly assess the affordability and feasibility of any option presented by InSite. They will eliminate the options that do not work and dive deeper into those that may.

Mr. Rossley and Mr. Endom gave a Project Affordability Overview. Project affordability is measured by if an appropriate amount of per pupil funding at full enrollment can cover rent/debt service. The typical and advised range of spend is 10-14% of recurring state + local per pupil funding, depending on local variables.

They presented initial estimates of the school's long term debt capacity. In an "owned" scenario, the school would have debt capacity of ~\$11.3m; in a "leased" scenario, that debt capacity would be reduced to ~\$5.8m due to assumed lease payments. Of course, this initial affordability assessment is conceptual – any potential sites that have a high probability of meeting affordability and feasibility requirements will be run through the school's long-term financial model to assess long-term budgetary viability (as defined by making lender and authorizer required financial metrics, such as debt service coverage ratio and days cash on hand).

Lastly, Mr. Rossley and Mr. Endom previewed next steps:

- Regular check-ins with InSite regarding potential sites that have surfaced,
- Intro call with McCown Gordon to better understand the conceptual pricing of expanding the current Broadway facility,
- Intro call with the Westport development team (Sustainable Development Partners) regarding the viability of that lease option,
- Deeper analysis of the long-term projections model to refine the appropriate level of spending on debt service/lease payments

2:00p Board Training: Board Growth & Development (Dr. Sarah Hicks)

Dr. Miles presented a video by SchoolSmart Kansas City, titled "The Growth & Development of the Board."

Dr. Hicks led a Board reflective discussion. Through the lens of developing the Board, Dr. Miles suggested alternating these high-level Board training videos (virtual) with specific equity training (in-person). Dr. Hicks also suggested re-adding school-focused updates to boost Board awareness and engagement with the school.

2:30p Board Resources (Dr. Danielle Miles & Dr. Sarah Hicks)

Dr. Miles led a brief discussion about needed Board Resources.

2:45p Reflection & Closing

Dr. Miles expressed gratitude to the Board for being present most all day as well as gratitude for serving in general.

6. Adjourn *[Board Action]*

Dr. Hicks moved to adjourn and Ms. Rios provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 2:47 pm.

[/rb]