



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

Location: The Offices at Park 39, Meeting Room #Annex-A
300 E. 39th St.
Kansas City, MO 64111

Date: Thursday, April 24th, 2025, 6:00pm

Proposed Minutes

1. Citizens Spotlight

a. Citizens Choir (Ms. Makayla Scott, Music Teacher)

Ms. Scott introduced the elementary choir and led them in a fantastic performance.

Ms. Rios, Mrs. DeWilde, and Dr. Miles shared thanks and encouraged the students.

2. Call to Order

Ms. Rios called the meeting to order at 6:12 p.m.

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

3. Roll Call by Board Chair

Ms. Rios called roll as follows:

Present:

Hon. Ardie Bland (6:21pm)
Ms. Sophia Bond
Mr. James Brown
Mrs. Lydia Butler
Mrs. Angela DeWilde
Mr. Jim MacDonald
Ms. Selina Rios

Absent:

Ms. Brandi Finocchiaro
Mr. Roosevelt Lyons

Ms. Rios determined that with 6 of 9 (later 7 of 9) Board Members present, a quorum is established for purposes of holding the meeting and voting.

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

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

Ms. Bond moved to approve the agenda as presented and Mr. Brown provided a second to the motion. The motion was unanimously approved with none abstaining.

5. Public Comments

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

6. Consent Agenda *[Board Action]*

- a. Review & Consideration of minutes from the March 27th, 2025 regular meeting of the Board
- b. School Dashboard
- c. Strategic Plan Dashboard
- d. Board & Committee Calendar
- e. Staffing Report
- f. Events Calendar

Ms. Rios presented the Consent Agenda and asked the Board if any member wanted to remove any item from the Consent Agenda in order to further discuss and/or solely vote on that item; no member did.

Mr. Brown moved to approve the Consent Agenda as proposed and Mrs. Butler provided a second. The motion was unanimously approved with none abstaining.

7. New Business

- a. Recognition & Celebration of the Passing of the 2025 KCPS General Obligation Bond

Dr. Miles and the Board celebrated a win for Citizens and Kansas City as a whole!

8. Board Committee Business & Reports

- a. **Facilities Committee** (Dr. Danielle Miles)
 - i. Broadway Project Update from LevelField Partners *[Information/Discussion]*

Dr. Miles welcomed Mr. Rossley & Mr. Endom (LevelField Partners).

Mr. Rossley provided the updated Greenlighting Criteria Summary, moving 3 criteria into "Green" status, keeping 2 criteria in "Yellow" status (progressing steadily towards Green), and none in danger of becoming Red. Overall, the project continues to progress on schedule. He reviewed each criterion as follows:

1. Criteria #1: Site Acquisition

Key question: Is the team satisfied that the school exhausted negotiation efforts with IFF before agreeing to a purchase price?

- The team received an As-Is/As-Complete Appraisal from Adamson & Associates
 - Using a cost approach, sales comparison approach, and income analysis, the Broadway facility was valued at \$5.40MM in its current state
- KC Life waived its Right of First Refusal to purchase the building from IFF
- The school executed a Purchase & Sale Agreement to purchase the facility from IFF for \$5.01MM
- The school is on track to own the facility free and clear prior to the commencement of any activities for which the school plans to pay using general obligation bond proceeds

2. Criteria #2: Schedule

Key questions: Is the team on pace to support a Summer 2026 delivery of both the expansion and renovation projects? Has the team encountered any major hurdles relative to timing and/or budget pressures? Is the team on track to receive construction permits for the remediation/repair project no later than April and for the expansion and renovation projects no later than July?

- LevelField is working with McCown-Gordon to finalize the work schedule for this and next summer's remediation/repair scope and now expect to receive the construction permit ahead of starting work at the end of May.
 - The permit delay from April is due to revisions to some structural details that accelerate the project schedule requiring additional design time and review by KCMO.
- The team submitted for construction permits on-time April 4th for the expansion and renovation scopes.

Hon. Bland joined at 6:21pm

3. Criteria #3: Project Budget

Key Questions: How confident is the team that the school will be able to hit the targeted project budget for both the GO Bond "passes" and "does not pass" scenarios and deliver the desired programmatic requirements? Is the team identifying sufficient potential value engineering options to mitigate potential cost escalations until the Guaranteed Maximum Price is signed?

- \$3.84MM of the General Obligation Bond proceeds enable CWCKC to increase the overall project budget by \$2.26MM and reduce the assumed total debt burden by \$1.58MM
- The Go Bond Yes project sources still include a \$400K equity contribution which the project lenders have indicated will be a requirement
- KCPS confirmed that ~\$6.00MM of the current expansion/renovation scope can be directly paid for using bond proceeds. LevelField is working with McCown and

Eskie+Associates to understand the mechanics of procurement and contractual matters

- LevelField anticipates signing a GMP prior to closing and are working with McCown and MultiStudio to prioritize potential cost savings options should subcontractor bidding come in higher than expected

4. Criteria #4: Financing

Key Questions: Does the school have a financial model the team is confident in? How reasonable would it be to close any potential affordability gaps?

- LISC and BlueHub, the project senior co-lenders, are both seeking formal approval of the project financing from their respective credit committees next week. 22 Beacon will follow shortly thereafter.
- Given the passage of the GO Bond, LISC and BlueHub both agreed to size up their loans at up to 100% LTV, which translates to up to \$13.7MM; more than enough funds to cover the anticipated project scope.
 - The most recent as-complete appraisal value from Adamson & Associates (which does not include any additional scope) is \$12.2MM, so the loan request of \$11.83MM is already less than 100% LTV.

5. Criteria #5: Affordability

Key questions: Does the school have a financial model the team is confident in? How reasonable would it be to close any potential affordability gaps?

- This latest version of the financial projections is based on the GO bond "passes" scenario and includes financing assumptions for LISC and BlueHub as senior co-lenders and 22 Beacon as subordinate lender.

Mr. Rossley & Mr. Endom presented a model pro-forma through SY 29-30, which showed the following key metrics:

- Debt Service Coverage Ratio: 0x in SY25-26, then fluctuating between 1.62x-1.96x through SY29-30.
- Days of Cash on Hand: increasing from 97 (25-26) to 143 (29-30).
- Percent of Per-Pupil Revenue allocated to Debt Service: 7.8% in SY26-27, then moving to 11.2%, 10.5%, and 10.0%, respectively.

They also noted that the pro-forma does not reflect a planned refinance to EFF; once that occurs, finances would then be better.

Mr. Rossley also presented the short-term next steps to closing on May 28th:

- The team will select additional project scope that falls within the school's updated affordability parameters and provide to Adamson so they can update the school's as complete appraisal value
- The team will work with McCown to finalize the Gross Maximum Price amendment to the renovation and expansion contract, inclusive of additional scope
- LevelField will meet regularly with Eskie+Associates, McCown-Gordon, and MultiStudio to ensure the team is fully prepared to proceed on schedule now that the GO Bond Referendum passed and to meet all requirements

- LevelField will continue working with IFF, the lenders, and CWCKC's leaders, board members, and attorney to finalize all required documents and any resolutions requiring board approval
 - LevelField plans to bring all resolutions requiring board approval to the May 22nd board meeting in order to support closing on the financing by May 28th
- ii. Review & Consideration of approving Eskie + Associates as Construction Managers *[Board Action]*

Mr. Rossley then presented the Construction Manager selection summary:

- The school published a Request For Proposal on March 4th for Construction Management Services to provide daily/weekly local project oversight through final certificate of occupancy and close out items
- LevelField received proposals from IFF and Eskie+Associates
- We evaluated Eskie's capacity, commitment, and how they approach the day-to-day management of charter construction projects as superior to IFF's
- However, Eskie's monthly cost was double that of IFF's
- LevelField negotiated Eskie's monthly rate down such that their overall cost is only \$45K more than IFF (\$180K vs. \$135K)

Given the above, and the fact that Eskie will be the firm approving bond payments to charters, LevelField, along with school leadership, requested the Board's approval for Danielle to execute Eskie's contract once it has been reviewed and finalized; this approval is needed due to the contract amount threshold.

Mr. MacDonald moved to authorize Dr. Miles to execute Eskie+Associates' contract as proposed and Mrs. Butler provided a second. The motion was unanimously approved with none abstaining.

b. Executive Committee (Ms. Selina Rios)

- i. Reminder to Complete Missouri Ethics Commission Filing *[Information/Discussion]*

Ms. Rios reminded the Board of the requirement to complete the Missouri Ethics Commission filing; all members who are present are in compliance.

- ii. Discussion on celebrating Dr. Hicks & Dr. Foster *[Information/Discussion]*

Dr. Miles sent the Board an availability poll to schedule a time to come together and celebrate Dr. Hicks and Dr. Foster; she asked for responses.

- iii. Presentation of Mrs. Jessica Herman, Board Candidate *[Information/Discussion]*

Dr. Miles presented Mrs. Herman, currently Chief of Staff at City Year in Kansas City. Mrs. Herman has professional experience in non-profit leadership, human resources, and strategic planning. She understands the educational landscape in Kansas City, has focused experience in HR (particularly staff culture and employee feedback), and she is a parent in the KC education system.

The Board will vote to appoint her at the May meeting.

iv. Discussion on Annual Executive Director Evaluation Process & Timeline *[Information/Discussion]*

Ms. Rios and Mrs. DeWilde reported that they are in process of scheduling the evaluation feedback session with Dr. Miles.

v. Review & Consideration of modification to 2024-2025 Academic Calendar *[Board Action]*

Dr. Miles shared that, with the timeline of the building getting remediation this summer (and construction starting on Sat 5/24), there is a need to have staff out of the building no later than Friday 5/23. In order to facilitate that, she is proposing two changes to the approved academic calendar:

- 1) Change 5/23's school day to a half day, dismissing at 12:00pm.
- 2) Remove 5/27 and 5/28's professional development days.

Mr. Brown moved to approve the Consent Agenda as proposed and Mr. MacDonald provided a second. The motion was unanimously approved with none abstaining.

vi. Review & Consideration of 2025-2026 Academic Calendar *[Board Action]*

Dr. Miles presented the 2025-2026 Academic Calendar and highlighted two overall metrics:

- 1) DESE requires a minimum of 1,044 instructional hours (or an additional 60 scheduled hours to waive the end-of-year "makeup" requirement, for a minimum of 1,104 instructional hours. This proposal reflects 1,124 hours.
- 2) DESE incentivizes (2% of state funding) holding 169 school days. This proposal reflects 170 days, which means the school will plan to utilize AMI days if the need arises to cancel days.

She additionally gave an overview of the calendar, stating that classes would begin August 13 and end with a half-day on May 22. There would be 9 days of summer professional development, plus an additional 3 days for new teachers. Additionally, 5 Professional Development days are planned throughout the school year. Spring Break would align with KCPS (which is atypical for Citizens – the Break normally would have been scheduled during St. Patrick's Day), and that also means 3/17 will be a midweek holiday.

Everything else is fairly standard. Citizens will hold summer school (this year) at Cristo Rey, and planning to next year as well.

Ms. Bond moved to approve the 2025-2026 Academic Calendar as proposed and Mrs. Butler provided a second. The motion was unanimously approved with none abstaining.

c. **Finance & Operations Committee** (Mrs. Lydia Butler) *[Board Actions]*

i. Review & Consideration of Monthly Financials (March 2025), including Check Register

Mrs. Butler reported that nothing has substantially changed month-to-month.

Mrs. Butler presented the March Financial Report and highlighted page 9's Balance Sheet, showing a current Cash Balance of \$1.93MM, with a projected year-end balance of \$1.74MM.

She walked through Page 7's Income Statement, highlighting:

- Year-to-date revenue of \$5.5MM, against a budget of \$4.6MM.
- Year-to-date expenses of \$5.7MM, against a budget of \$5.2MM.
- Net Income of (-\$242k), against a budget of (-\$568k).
- Forecasted year-end revenue of \$7.2MM, against a budget of \$6.3MM.
- Forecasted year-end expenses of \$7.6MM, against a budget of \$6.9MM.
- Forecasted year-end Net Income of (-\$426k) against a budget of (-\$566k).
- A projected 83 days of cash on hand position, decreasing from last month primarily due to self-funding pre-construction work.

Lastly, she stated that the Finance Committee did not note anything as out of order on the Check Register or Accounts Payable.

Hon. Bland moved to approve the March Financial Report and Check Register as proposed and Ms. Bond provided a second. The motion was unanimously approved with none abstaining.

ii. Review of 2025-2026 Annual Budget Draft

Mrs. Butler previewed the annual budget and affirmed school leadership and the Finance Committee are actively working on a presentable draft. She said that the pro-forma (and the 25-26 budget) is starting from a better place than expected (break-even, rather than the planned-for negative 24-25 cash). She keyed in on salaries as a major cost driver and asked Dr. Miles to give a high-level overview.

Dr. Miles started by reminding the Board that, in August 2024, leadership worked with LevelField on a 5-year staffing model and LevelField has been operating on that input data point for their model.

During the course of this year, the school has hired two positions two years "early" (meaning they were in the above staffing model, but for 26-27, but they are now employed):

- Human Resources Coordinator
- SpEd Teacher #5

Additionally, there are 3 further positions that were in the staffing model for 26-27 that leadership is planning to accelerate forward to 25-26:

- Elementary Principal (already hired)
- ELL Teacher (somewhat already hired - a current employee will shift positions into this role)
- Middle School Electives & Activities Coordinator (which will be ~0.5 offset by non-renewing ElevateK12 as a vendor).

Lastly, there are 2 positions that were not in that original staffing model because the original plan was to transition away from the positions, but now will continue with them:

- Director of Special Education
- SpEd Teacher #6

Assuming no changes to the salary schedule (i.e. the schedule amounts stay the same, everyone just "moves up" a year), that salary data point (from August 2024) now increases by \$371k.

Further, Dr. Miles is proposing an increase to all salary bands, as follows:

- 10-mo Instructional/Building Support: +\$1,500
- 10-mo Faculty: +\$2,000 (*reminder that these two levels have received increases in the past 3 years*)
- 11-mo Professional Staff: +\$3,000
- 11-mo Asst. Principal: +\$5,000
- 11-mo Principal: +\$3,000
- 12-mo Coordinator: +\$3,500
- 12-mo Manager: +\$5,000
- 12-mo Director: +\$10,000
- 12-mo Chief & Executive: +\$5,000

She presented a quick salary schedule comparison between Crossroads (25-26), KCPS (24-25), and Citizens (proposed 25.26).

This proposed increase further moves the \$371k delta to \$514k.

Mrs. Butler thanked Dr. Miles and Mr. Brennan for their data work. Mrs. DeWilde liked and is convinced of the need/value of the salary level increases, but wants to see how it fits into the pro-forma on the out years. The Board held discussion about stair-stepping increases over 2-3 years and landed back on needing to see how the pro-forma looks. Mr. MacDonald supports the increase. Ms. Rios requested a re-presentation of this comparison table with the number of roles that would fit into each salary band.

d. Academic Excellence Committee

- i. No April Meeting/Report

Ms. Rios reported that the Academic Excellence Committee did not meet in March.

e. Brand Identity Committee (Mrs. Angela DeWilde) [*Information/Discussion*]

- i. Update on Committee Discussions

Mrs. DeWilde deferred the Committee update to Closed Session.

9. Executive Director's Report (Dr. Danielle Miles) [*Information/Discussion*]

- i. 2025-2026 Staffing/Leadership Update – Dr. Sheryl Cochran, Elementary Principal

Dr. Miles verbally introduced Dr. Cochran, newly hired Elementary Principal. Dr. Cochran brings 30 years' experience in Education, from a SpEd Teacher to a Principal (Center and Lee's Summit Districts). She is currently working with RPDC as a coach/consultant.

Dr. Miles is very excited to welcome her on and empower her to mentor other building leaders, and lead/coach teachers.

- ii. 2025-2026 Enrollment Update (Mrs. Katy Lineberry)

Mrs. Lineberry gave a brief overview of 2025-2026 enrollment, sharing that enrollment remains steady with not much movement. The school is almost full in Kindergarten (which is fantastic for April), and full in most other grades, with the most openings in 1st and 7th.

10. Closed Session

Pursuant to § 610.021(1) RSMo, the Board will enter into closed session to discuss matters related to Legal Discussion.

a. Roll Call Vote to Enter *[Board Action]*

Ms. Rios invited Dr. Miles & Mr. Brennan to Closed Session.

Ms. Bond moved to enter Closed Session and Mr. Brown provided a second. The motion was unanimously approved via roll call, as follows:

Hon. Ardie Bland	Aye
Ms. Sophia Bond	Aye
Mr. James Brown	Aye
Mrs. Lydia Butler	Aye
Mrs. Angela DeWilde	Aye
Mr. Jim MacDonald	Aye
Ms. Selina Rios	Aye

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

Ms. Rios welcomed members of the public back into Open Session and reported that discussion related to (1) Legal Discussion and (13) Individually Identifiable Personnel Records. One action was taken, which was approving a correspondence to be sent to CWCS.

Mr. MacDonald moved to approve a correspondence letter to be sent to CWCS and Ms. Bond provided a second. The motion was unanimously approved via roll call, as follows:

Hon. Ardie Bland	Aye
Ms. Sophia Bond	Aye
Mr. James Brown	Aye
Mrs. Lydia Butler	Aye
Mrs. Angela DeWilde	Aye
Mr. Jim MacDonald	Aye
Ms. Selina Rios	Aye

12. Adjourn *[Board Action]*

Mr. Brown moved to adjourn and Ms. Bond provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:01 pm.

[/rb]