

**ACADEMY FOR INTEGRATED ARTS  
BOARD of DIRECTORS MEETING  
MINUTES**

December 10, 2020

4:00 p.m.

7910 Troost Ave., Kansas City, Missouri

This was a virtual meeting held via Zoom.

Present: Emily Brown, Member  
Lynne Brown, Chairman  
Peter Brown, Member  
David Disney, Secretary  
Linda Edwards, Member  
Brad Epsten, Member  
Cara Newell, Treasurer  
Janice Small, Member  
Jennifer Waddell, Member

Also Present: Tricia DeGraff, Executive Director  
Karren Colbert, Principal  
Asha Moore, Assistant Principal

**I. CALL TO ORDER AND ROLL CALL**

Lynne Brown called the meeting to order at 4:00

**II. FINANCIAL REPORT**

Cara Newell gave the finance report

**III. CONSENT AGENDA ITEMS**

- Approval of the minutes from the October 22, 2020 meeting
- Approval of the warrant list (check registry and purchasing card record)
- Approval of the financial report  
Motion to approve consent agenda: David Disney  
Second: Brad Epsten  
Vote: 9-0

**IV. ACTION ITEMS**

- Approval to hire Crisinda Knauts as school nurse:  
Motion: Linda Edwards  
Second: Cara Newell  
Vote: 9-0
- Approval of Finance Resolution and Governance Resolution:  
Motion: Janice Small  
Second: Emily Brown

Vote: 9-0

- Approval of FY21 Performance Contract Amendments:  
Motion (and Second): Education Committee  
Vote: 9-0
- Approval of Kansas City Teacher Residency Partnership Agreement:  
Motion: Cara Newell  
Second: Brad Epstein  
Vote: 9-0

#### **V. EXECUTIVE DIRECTOR'S REPORT**

- Monthly Update-Review of Summary Sheet for the month-Tricia DeGraff (attachment)

#### **VI. DISCUSSION ITEMS/COMMITTEE REPORTS**

- Kent Peterson, (Managing Partner, The Strategic Organization) reviewed the results of the SchoolSmartKC Governance Profile that the board had completed in September 2020.
- Education Committee and Governance Committee held a joint meeting on November 30<sup>th</sup> (attachment)
- Audit/Finance met on December 2<sup>nd</sup> (attachment)
- Governance Committee met on November 5<sup>th</sup> and finalized plans for the Board Retreat to be held on November 11, 2020 (attachments for committee meeting and board retreat)

#### **VII. NEW BUSINESS**

#### **VIII. EXECUTIVE SESSION**

None

#### **IX. ADJOURNMENT**

Motion to adjourn: Emily Brown

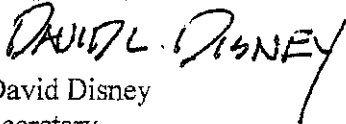
Second: David Disney

Vote: 9-0

Meeting adjourned at 5:55 p.m.

Next Board Meeting is on January 28, 2021 at 4:00 p.m.

Respectfully submitted,



David Disney  
Secretary



Lynne Brown  
Chairman



Note about this attendance percentage: This percentage takes into account all live sessions. Some classrooms have four live sessions a day, so a student could attend every day, but if they miss one of the sessions, that lowers their participation percentage.

**Item from our sponsor, Missouri Charter Public School Commission:**

As a part of our compliance process, we must certify to our sponsor that the board acknowledges that they have read and agree to MCPSC's closure requirements. Please carefully review these two documents:

[MCPSC's adopted policy on revocation](#)

[MCPSC's timeline document related to revocation](#)

**Academic Updates: Beginning of the year academic assessments**

Our teachers, intervention team and leadership team have worked diligently to assess students in a remote setting. This has been challenging, but we have been able to administer running records, PALS, NWEA and Evaluate.

The data from our beginning of year screening identified 110 1st-6th grade students as being at-risk in math and/or reading. This information was also used to measure possible learning loss and regression against data from the previous year. Our findings determined those most affected by learning loss likely attributed to school closures were students in the primary grades. In Fall 2019, universal screening data identified 17% of first grade students as being at risk for reading failure. In Fall 2020, 64% of first graders and 49% of second graders were identified as at-risk

Data for students in intermediate grades was consistent with data from the previous year. However, while returning students who were identified as at-risk in Fall 2019 were also identified as at-risk in Fall 2020, these students did not demonstrate regression. Most students in these grades were found to have maintained or slightly increased their reading and math ability based on the screening assessments.

In response to these findings, AFIA has implemented a data-driven, systematic approach in order to provide Tier-II intervention for at-risk students. Additional instructional staff was added to the intervention team in order to serve more students. Intervention cycles are implemented for six to nine weeks with frequency ranging from three to five days a week and durations ranging between 30-90 minutes. Intervention plans include multiple instructional components directed at meeting specific and measurable growth goals for individual students. Throughout the intervention, progress monitoring data is collected regularly. A formal report of the intervention goals, progress monitoring and outcome is created for each individual student.

Evaluate data (Education committee will present this information)

## Current special education enrollment

Grade Level	Number of students with IEPs	Percentage of Students with IEPs
PK/K	0	0%
1st	3	7%
2nd	1	2%
3rd	7	17%
4th	4	14%
5th	1	4%
6th	4	20%
Overall	20	8%

Currently five students with IEPs are coming onsite. In January, we will add at least two additional students with IEPs to the onsite program.

### Virtual Arts Integration Session for Families

On November 12th, [Harlan Brownlee](#) led a second virtual family workshop about Arts Integration in the classroom: *Foundational Principles of an Arts Integrated Classroom*. Mr. Brownlee works with the AFIA community in integrating movement into learning. Last year, he engaged in teaching residencies with a number of AFIA teachers.

This session was designed for parents and caregivers of AFIA. This 1-hour session introduced participants to the Kennedy Center's definition of art integration and the characteristics of quality arts integration. For this session, you will participate in an arts integrated virtual model lesson, that integrates dance with weather concepts, and then reviews how arts integration benefits your child's learning.

### Onsite school updates

Please see this [document](#) for information related to suspected COVID and actual COVID cases.

We have engaged in about six weeks of COVID testing (PCR tests). We have tested staff at least once a week and have tested students twice. Thus far, we have had no positive test results.

Currently, we are working to bring in additional PK/K students as well as 1st graders. We are gathering data from families to determine our next steps.

We plan to bring in:

- additional PK/K students during the week of Jan. 11th
- 1st grade students during the week of Jan. 19th.

We know that many families will opt to remain remote and we will honor this request. We understand this as we know the community spread has continued to increase in Kansas City. We are moving forward with bringing more students onsite based on the fact that we have not had any covid outbreaks in our current onsite program and we

are diligently following safety protocols, including using PCR tests to test all staff for COVID at least once a week. Additionally, transmission among young children is lower than among older children and adults. We also realize that remote learning is more challenging for families with young children. For more information about our safety protocols, please see this [letter](#).

**Family Teacher Conference Data - October, 2020**

As stated in our [performance contract](#), one of our goals is that over 80% of AFLA families will participate in family teacher conferences (held in October and February).

**Historical Data and Current Year data**

School Year	October Participation Rate	February Participation Rate
2018-2019	84%	80%
2019-2020	83%	78%
2020 - 2021	92%	

For context, in October, 2018, we had 84% participation and in October, 2019, we had 83% participation.

Teacher Name	Completed Conferences	Percentage Completed
Teacher 1	19	90.48%
Teacher 2	17	85%
Teacher 3	22	95.65%
Teacher 4	21	100%
Teacher 5	26	96.30%
Teacher 6	19	82.61%
Teacher 7	21	100%
Teacher 8	18	90%
Teacher 9	19	100%
Teacher 10	18	81.82%
Teacher 11	20	95.23%
Teacher 12	19	90.48%
Arica Miller	44	95.65%
School-Wide	240	91.95%

**Recruitment Updates for 2021-2022**  
**School App KC Applications**

<b>Grade</b>	<b>12/1</b>	<b>12/8</b>
<b>PK</b>	9	12
<b>TK</b>	1	1
<b>K</b>	9	10
<b>1st</b>	2	3
<b>2nd</b>	3	2
<b>3rd</b>	2	3
<b>4th</b>	1	1
<b>5th</b>	1	1
<b>6th</b>	0	0
<b>Total</b>	<b>28</b>	<b>33</b>

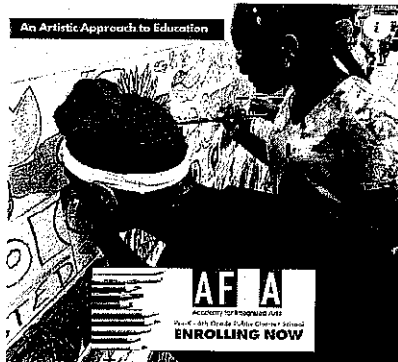
For context, by December 3, 2019, we had 74 applications. We have learned that school applications are down across Kansas City and the nation.

A representative from Show Me KC Schools has shared that system-wide applications are down 37%. Oakland, CA is down 33% and Texas is down 49%.

On Saturday, November 14, 2020 we participated in Show Me KC School's city wide Virtual School Fair. We are concerned about recruitment during the pandemic. Typically, we have groups touring our building a few times during the school year which helps with recruitment. We are able to schedule Open Houses at school in the evenings and on Saturdays. Our leadership team is working on plans for recruitment that include virtual open house events and reaching out to families who applied for pre-kindergarten in the past and did not get a spot at AFIA. We are also working with a RSM Marketing on an advertising campaign via Facebook.

Apply now for the 2021-2022 school year! We are a tuition-free pre-K through 6th-grade charter school in Kansas City that uses the arts — dance, music, visual art, and theatre — as a way for students to learn core academic subjects.

Our dedicated teachers and staff create a nurturing and stimulating environment where children feel free to express themselves, inspired to learn, and motivated to solve problems.



Comment as Academy for Integrated Arts 📷 📄 😊

### Performance Contract Updates - to discuss further at next meeting

*The items linked below do not need to be reviewed in advance of the December meeting, as we will discuss these at the January board meeting. The annual report was discussed at a previous meeting, but is included as a reference document.*

Each year, I ask EdOps to assist our leadership team in providing an update on progress towards our performance contract. This is shared with the board yearly and benchmark updates are provided to the board when applicable (such as the update provided in this report related to parent teacher conference attendance and Evaluate data). The data presented in this [document](#) is used to inform the [Annual Report](#) provided by our sponsor. In our internal update, we used the same format that we used in last year's update. Please note that pages 1 - 6 have not been updated, because we were not able to take the MAP test in the Spring of 2020. We will likely receive an annual report from our sponsor soon which will include the [report](#) from February's site visit.



**ACADEMY FOR INTEGRATED ARTS  
EDUCATION COMMITTEE AGENDA**

November 30, 2020

5:00 PM

7910 Troost Ave., Kansas City, Missouri

Due to concerns related to COVID-19, the meeting will be held via Zoom. To join the meeting, please type <https://zoom.us> into your web browser. You will be prompted to enter the meeting ID: 914 0148 8947 and the password: Tq2UVa.

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- Strategic Planning Framework

**ACADEMY FOR INTEGRATED ARTS  
EDUCATION COMMITTEE MINUTES**

November 30, 2020

5:00 PM

7910 Troost Ave., Kansas City, Missouri

Due to concerns related to COVID-19, the meeting will be held via Zoom. To join the meeting, please type <https://zoom.us> into your web browser. You will be prompted to enter the meeting ID: 914 0148 8947 and the password: Tq2UVa.

Members in attendance: Lynne Brown, Janice Small, Emily Brown, Karren Colbert, Tricia DeGraff, Linda Edwards, Asha Moore, Jennifer Waddell

**I. CALL TO ORDER**

Meeting was called to order at 5:00 p.m. by Jennifer Waddell

**II. DISCUSSION ITEMS**

- Strategic Planning Framework

The committees reviewed the strategic planning framework document and made revisions.  
Next steps:

- Governance committee will determine objectives related to governance after reviewing board self-assessment
- Education committee will revise objectives for the School Culture and Social Emotional Learning sections.
- Finance committee is working on objectives related to finance

**ACADEMY FOR INTEGRATED ARTS  
FINANCE COMMITTEE MEETING  
AGENDA**

December 2, 2020  
2:00 p.m.

The meeting will be held via Zoom. To join the meeting, please type <https://zoom.us> into your web browser. You will be prompted to enter the meeting ID: 917 1862 9229 and the password: cqvjE5.

- I. Call to order.
- II. Review of financials for the period ending October 31, 2020.
- III. Review of draft resolution relating to financial oversight and auditing of attendance reporting and procedures.
- IV. Discussion of using credit card vs. debit card.
- V. Approval of Draft Goals and Objectives Financial Health section.
- VI. Other business.
- VII. Adjournment.

**ACADEMY FOR INTEGRATED ARTS  
FINANCE COMMITTEE MEETING  
MINUTES**

December 2, 2020

The meeting was held via Zoom. In attendance: Tricia DeGraff, Paul Greenwood, Rex Rajkumar and Cara Newell

**I. Call to order.**

**II. Review of forecast and actual results for the period ending October 31, 2020.**

	Oct 31 forecast after discussion	Oct 31 draft forecast	Sept 30 forecast	Budget
Revenue	\$3,538,000	3,635,000	3,680,000	3,675,000
Expense	3,851,000	3,918,000	3,973,000	3,946,000
Net loss	(313,000)	(283,000)	(293,000)	(271,000)
Ending cash	579,000	609,000	600,000	621,000
Days of Cash	54	56	54	57

Revenue: The forecast for local, state and federal revenue remained steady from September to October. Donations discussion noted below.

Expense: The forecast for most expense lines items remained steady. Two of four open positions were filled in October which is reflected in salary forecast. Transportation discussion noted below.

Discussion: Actual donations are \$205,000. Based our review of remaining potential donations, we adjusted forecast to \$264,000 from budgeted \$409,000. Actual transportation costs are \$10,000. The forecast for November-January has been reduced to be more in line with actual results. However, to be conservative, forecast for February-June has been left at the budgeted \$37,000 per month (which is 100% in person learning). Given these adjustments AFIA is forecast to end the year with 54 days of cash which is acceptable given the further potential savings in transportation costs.

**ACADEMY FOR INTEGRATED ARTS  
FINANCE COMMITTEE MEETING  
MINUTES**

December 2, 2020

**III. Review of draft resolution relating to financial oversight and auditing of attendance reporting and procedures.**

The draft resolution was approved by the Finance Committee and will be presented to the full board at the December meeting. The resolution follows directly after these minutes.

**IV. Discussion of using credit card vs. debit card.**

The executive director currently has a debit card tied to the operating checking account. After discussion we determined there is less risk with a credit card. We will review draft credit card policies at our next meeting. Once those policies are approved, we will terminate debit card and apply for a credit card through our bank. At this time only the Executive Director will be approved to have a credit card.

**V. Approval of Draft Goals and Objectives Financial Health section.**

After review it was determined that this draft focused too much on operational financial policies. Cara will attempt another draft to present at January meeting.

**VI. Other business.**

AFIA's PPP loan was forgiven by the SBA as of 11/12/2020.

**VII. Adjournment.**

**ACADEMY FOR INTEGRATED ARTS  
FINANCE COMMITTEE MEETING  
MINUTES**

December 2, 2020

**Academy for Integrated Arts  
Commitment to Strong Financial Oversight and Auditing of Attendance Reporting and  
Procedures Resolution**

WHEREAS, the Missouri State Statute 160.415.1 requires a charter public school to “report the average daily attendance data, free and reduced price lunch count, special education pupil count, and limited English proficiency pupil count to the state department of elementary and secondary education,” and,

WHEREAS, the Missouri State Statute 160.415.2(1) defines the aid payment to charter schools as, “an annual amount equal to the product of the charter school’s weighted average daily attendance and the state adequacy target, multiplied by the dollar value modifier for Academy for Integrated Arts (AFIA), plus local tax revenues per weighted average daily attendance from the incidental and teachers’ funds in excess of the performance levy as defined in section 163.011 plus all other state aid attributable to such pupils,” and,

WHEREAS, the Missouri State Statute 160.405.4(4) requires a charter public school to provide for an annual audit by a certified public accountant, and,

WHEREAS, it is a primary responsibility of every Missouri charter public school governing board to protect the public’s trust and serve as good stewards of public monies,

BE IT RESOLVED, that the Academy for Integrated Arts Board of Directors is committed to robust fiscal oversight to ensure that financial and attendance data is collected and reported with accuracy and integrity. In that regard the Board of Directors of AFIA:

- I. has established a Finance Committee that meets monthly. The Finance Committee is responsible for:
  - preparing an annual budget that is presented to the full board for approval
  - reviewing AFIA’s monthly financial and attendance reports. These reports are compared to budget and forecast expectations. Deviations from budget and previous forecasts are thoroughly investigated. Adjustments to forecast are made as needed to manage future expenditures
  - reviewing check register to ensure propriety of each transaction
  - presenting monthly financial and attendance data and check register to the full Board of Directors for their review and approval
  - ensuring that financial controls and procedures are in place and operating as intended
  - reviewing the annual report of the independent auditor and presenting that report to the full Board of Directors for their approval
  
- II. has required the Finance Committee also be responsible with the following as it relates to attendance data:

**ACADEMY FOR INTEGRATED ARTS  
FINANCE COMMITTEE MEETING  
MINUTES**

December 2, 2020

- reviewing annually AFIA's internal procedures for ensuring accurate disclosure of attendance data and interviewing staff to verify those procedures are being followed
- comparing Attendance Hours Summary Report provided to MO DESE to Attendance Hours Summary Report
- conducting, twice per year, on-site attendance counts and comparing to Core Data reports
- reviewing, annually, Power School's permissions to verify only those authorized have access to data changing privileges.
- reviewing annually the Schedule of Selected Statistics in the Supplementary Information section of the Independent Auditor's Report.

The Finance committee requires the auditors subject all Supplementary Information to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with generally accepted auditing standards. Based on these procedures, the Independent Auditor must opine as to whether or not the information is fairly stated in all material respects in relation to the financial statements as a whole.

Statistics included in the Supplementary Information section (and are thus subjected to the audit procedures above) are Average Daily Attendance, September Membership, and Free and Reduced Priced Lunch FTE Count. Additionally, the auditor must specifically opine as to whether or not AFIA maintained complete and accurate attendance records allowing for the accurate calculation of the above statistics.

IN WITNESS WHEREOF, I have executed my name as Chair of Academy for Integrated Arts Board of Directors this tenth day of December \_\_\_\_, 2020

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Lynne Brown, Board Chair

# ACADEMY FOR INTEGRATED ARTS

## BOARD RETREAT

### MEETING MINUTES

November 11<sup>th</sup>, 2020

4:00 p.m.- 5:30p.m.

Zoom Meeting

#### **I. CALL TO ORDER**

Janice Small called the meeting to order at 4:00p.m.

##### Attendees

Brad Epsten  
Cara Newell  
Emily Brown  
David Disney  
Janice Small  
Jennifer Waddell  
Linda Edwards  
Lynne Brown  
Peter Brown

#### **II. DISCUSSION TOPICS**

- AFIA Performance
  - Data Reporting options per the Education Committee
    - Evaluate data (monthly)
    - MAP results (annual)
      - Score in which our contract determines success
    - NWEA - Northwest Educational Assessment (3 times/per year)
  - Student Improvement Opportunities
    - Add more Interventionists for those students performing below basic
    - Increase our enrollment for the 4-year old students (we currently have a waiting list)
      - This accomplishes early intervention for learning advancement
      - Required Certified Teachers
      - We have the space to expand (3 -4 more classrooms available)
    - Age 0 - 4 is the most important years for school readiness
    - Explore expanding our programming to include 3-year old students. Research data supports providing schooling to children earlier sets them up for success
  - Dashboard Potential
    - The proposal is to receive less data in a dashboard format
    - Map the data displayed to performance contract/key indicators and color code status



- (green/yellow/red).
- This improves the readout and understanding of growth progress and areas for improvement
- There may be periods throughout the year in which more data details will be shared and reviewed (i.e. comparisons to other schools, MAP data/testing, etc.)
  - September/early Fall timeframe the MAP data is public, and we can see how we compare to other schools
  - February timeframe the Charter Commissions Report is provided
- In general, its easier to move a student's performance from below basic to basic VS basic to proficient
- Financial Reporting
  - Our financial status is solid for years to come
  - EdOps adds value and broad Chapter school insight while attending Board meetings
  - There may be future opportunities to reassess the financial board meeting reporting
- Board Structure
  - Board Diversity
    - The Board should consider closing specific gaps in future board members. Adding a broader skill set of Board Members can aid in assisting the Executive Director
    - Examples include: Human Resources, Technology Experts, Grant Writers, Event Planning, Fundraisers
      - District residency should also be a consideration
  - Advisory Council
    - Potential of the creation of an Advisory Council
    - Must have a specific roles and responsibilities to make it worth Members time
    - Potential responsibilities could include fundraising, public awareness
    - The Advisory Council could be a pool for future Board Members to close skill set gaps (i.e. Human Resources, Technology Experts, Grant Writers, Event Planning, etc.)
  - Succession Planning
    - Tricia's 5-year contract is approaching end of school year 2021
    - We need to be proactive in our efforts to confirm her intent
    - The Governance Committee should ensure we have a success plan for the Executive Director and Board Leadership roles

### **III. OPEN ACTION ITEMS**

- Action Items
  - Explore meaning data for dashboard Jennifer
  - Explore adding more Interventionalists Education Committee
  - Explore expanding 4 years enrollment  
(leverage waiting list) Education Committee
  - Close the documentation gap on succession  
planning for the Executive Director &  
Board of Directors Leadership Governance Committee
  - Move Board Package to Google Drive Janice
  - Plan future retreat meeting for May 2021 Janice
  - Explore expanding to include 3-year-old  
students Education Committee

**IV. MEETING ADJOURNED**

Meeting concluded at 530pm