



Crossroads Charter Schools

August 2018 Board Meeting

Date and Time

Monday August 20, 2018 at 5:30 PM CDT

Location

816 Broadway Street Kansas City, MO 64105

Agenda

I. Opening Items

Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

C. Approve Minutes

Approve minutes for July 2018 Board Meeting on July 23, 2018

II. Finance

Finance

A. July Financials

B. July Check Register

C. Tax Exempt Bond Resolution

III. Operations

Operations

- A. Student Transportation

IV. Educational Excellence

Educational Excellence

- A. Crossroads Community Collaborative
- B. Crossroads Athletics

V. Governance

Governance

- A. Strategic Plan Review

VI. Other Business

- A. Q & A

VII. Closing Items

- A. Adjourn Meeting

Coversheet

Call the Meeting to Order

Section: I. Opening Items
Item: B. Call the Meeting to Order
Purpose: FYI
Submitted by:
Related Material: Admin. Board Report - August 2018.pdf



2017 – 2018 SMART Goals

Goal	SMART GOAL	CURRENT STATUS
#1	Students will master 85% of targeted learning goals by June 2018	81.3%
#2	2018 MAP Test Proficiency/Advanced goal: ELA : 64% Math: 59% Science: 55%	2017 ELA score: 64% 2017 Math score: 42% 2017 Science score: 51% 2018 scores be released late Sep
#3	Students will maintain an attendance rate of 95% during the 2016-2017 school year	CACS - 398.98 (94.48%) CAQH - 216.33 (94.14%) CHS - 32.99 (92.7%)
#4	Have \$137,000 of income/expense for FY18	\$70,812
#5	Raise \$1,432,000 to fully fund Supplemental Operating Expenses by June 30, 2018	\$1,460,068

Academic Report

Academic Program

- We sent a team of teachers to math professional development in San Diego, CA from July 9-13. The training was titled “UnboundEd’s The Standards Institute”. It is a unique and transformative five-day professional development experience that encourages greater understanding of the research behind the standards, and also delivers the practical, day-to-day strategies that can improve instructional practice and leadership in our school. Staff participated in conversations about the roles that race, bias and prejudice play in our schools and classrooms. The teachers who attended stated this was the best professional development of their career.
- We hosted our New Teacher Orientation Week from July 23-27. Staff explored how to use the Downtown neighborhood as an extension of their classroom, learned about our Crossroads cultural and expectations, and spent time getting to know their colleagues. Returning staff joined the week of July 30-Aug 3.

Operations Report

Student Enrollment	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
CACS: Goal 326											
CAQH: Goal 278											
CPA: Goal 190											

FY18 INCOME	FY18 EXPENSES	FY18 Income/Expense
\$9,883,088	\$9,812,276	\$70,818

Facilities Updates

Turner Construction, in partnership with MC Realty and BNIM Architects achieved “substantial completion” of the Thayer Building and received a “temporary certificate of occupancy” on August 1. Turner and their subcontractors continue punchlisting several items (e.g. touch-up paint, completing the 2nd and 3rd ADA bathrooms). All work is on schedule to be completed by the end of August.

Human Resources

- Recruiting for the following academic positions for the 18/19 School Year
 - Teacher paraprofessional (middle school/high school)
- Recruiting for the following operational positions
 - Operations Administrative Assistant
 - Development Director

2018-19 Development Report

FY18 Development Report	Committed Operational	Off Budget	CPA Capital	Future Capital Commitments
Grants Received FY18				
Sherman Family Foundation			\$250,000	\$475,000
Healthcare Foundation	\$6,179			
Oppenstein Brothers Foundation				
Kauffman Foundation	\$224,975			
SchoolSmartKC	\$780,000			
Kirk Family Foundation	\$15,000			\$300,000
Stanley H. Durwood Foundation	\$50,000			
George K. Baum Family Foundation				
McGowan Charitable Foundation				
Francis Family Foundation				
Francis Family (David Francis Discretionary)			\$100,000	\$150,000
Royals Charities				
Early Education Grant Fund (pace)	\$50,000			
Yoss Foundation				
Hall Family Foundation			\$600,000	
W.T.Kemper Family Foundation			\$500,000	\$500,000
Jedel Foundation			\$10,000	
11th St. Neighborhood TIF fund (FY 18 reimb)				
Gary Dickinson Family Foundation (CPA)			\$50,000	
H&R Block Foundation				
R and C Charitable Foundation			\$12,000	
Fundraisers \$12,0				
Fall Fundraiser	\$63,550			
Spring Fundraiser				
Other Giving				
Individuals (non fundraiser)				
Totals	\$1,189,704		\$1,522,000	\$1,125,000
2018-19 Operational Fundraising Goal	\$1,633,750			
% of 2018-19 Goal Committed-to-Date	72.8%			
Pending Requests				
Stanley H. Durwood Foundation (CPA)			X	

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	C. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for July 2018 Board Meeting on July 23, 2018

APPROVED



Crossroads Charter Schools

Minutes

July 2018 Board Meeting

Date and Time

Monday July 23, 2018 at 4:15 PM

Location

816 Broadway Street Kansas City, MO 64105

Posted Friday, July 20 2018 at 4:15 p.m.

Notice of Meeting

Board of Directors

**Crossroads Charter Schools
Monthly Board Meeting**

Monday, July 23rd at 4:15 p.m.

Meeting Location:

Thayer Place
816 Broadway
Kansas City, MO 64105

This is an open public meeting.

Representatives of the media may obtain copies of this notice by contacting Crossroads Charter Schools at the address listed above, or by calling (816) 221-2600.

Trustees Present

B. Sweetman, D. Charity, D. Francis, P. Crawford, R. Cattelino, R. Moore

Trustees Absent

None

Guests Present

D. Johnson, R. Uptergrove

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

B. Sweetman called a meeting of the board of trustees of Crossroads Charter Schools to order on Monday Jul 23, 2018 at 4:18 PM.

C. Approve Minutes

R. Moore made a motion to approve minutes from the June Board Meeting on 06-25-18
June Board Meeting on 06-25-18.

D. Francis seconded the motion.

The board **VOTED** unanimously to approve the motion.

II. Finance

A.

June Financials

B. June Register

R. Moore made a motion to Approve.

B. Sweetman seconded the motion.

The board **VOTED** unanimously to approve the motion.

C. Year-End Financial Update

Kristen Brown, EdOps discussed the end of year financials. Key point noted was that although a challenging year, the budget remained in a good position.

III. Governance

A. UCM Annual Oversight Review

Dr. Victoria Hughes presented the annual Oversight Report from the University of Central Missouri for the 2017-2018 school year.

Parts 1-4: Academic Performance

Results of the Accountability Plan found in the school's charter in Section A.7 (or Section G, depending on the initial date of the charter's term) are summarized. The school's procedures for data collection and analyses are reviewed.

Parts 5-6: School Governance

The monitoring plan in the school's charter is used to review the school's governing board operations and development and maintenance of board policies. Monitoring attendance at board training sessions will be a priority focus again in 2018-2019. It is each school's responsibility to keep track of the school board members' attendance at training sessions.

Part 7: Financial/ Operations

The monitoring plan in the school's charter is used to review the school's financial operations. Fiscal records, operations, and reports are reviewed.

Parts 8-12: School Administration and Operations

The monitoring plan in the school's charter is used to review the school's administrative procedures and operations. Site reviews document: facilities and safety procedures, personnel and payroll procedures, required staff training, student enrollment and records, and special education requirements.

B. New Board Candidates

Beth Sweetman discussed the goal of having 9 Board Members. The Board will be interviewing 3-potential candidates.

C.

Executive Director Job Description

Over the last year, Operational positions have been re-organized. Beth will be reviewing the Executive Director job description to coincide with the updated Operations positions.

This item will be postponed and reviewed at the September 18 Board Meeting.

D. Conflict of Interest Policy

All Board Members have reviewed and signed the 2018 Conflict of Interest Policy.

E. Check Signing Policy Update

R. Cattelino made a motion to Approve the addition of Chief Operating Officer as co-signer on checks.

P. Crawford seconded the motion.

The board **VOTED** unanimously to approve the motion.

Two signatures are required on all checks. In the event the Executive Director and/or Chief Academic Officer are absent, the staff has requested adding the Chief Operating Officer to the list of approved co-signers.

IV. Operations

A. Updated Organization Chart

The Organizational Chart was presented by Courtney Hughley, Chief Operating Officer. Board approved with the addition of adding three positions:

Para-Professional

Instructional Coaches

Board of Directors

B. Updated Enrollment Policy

Courtney Hughley presented the current Enrollment Policy and discussed potential changes to be made. A demographic survey will need to be completed to make the most educated decision. To be reviewed and discussed in September 2018.

V. Facilities

A. Thayer Construction Update

Dean Johnson presented an update on the final stages of the renovation project for the Thayer Building. The plan is to open and begin operating out of Thayer as scheduled.

VI. Other Business

A. Board Meeting Start Time

The Board discussed moving the location of the Board meetings to Crossroads Preparatory Academy. With the location change, the time will be adjusted to 5 p.m. to avoid conflicts with CPA dismissal.

D. Francis made a motion to Approve.

R. Moore seconded the motion.

The board **VOTED** unanimously to approve the motion.

VII. Closing Items

A. Adjourn Meeting

B. Sweetman made a motion to adjourn the meeting.

R. Moore seconded the motion.

The board **VOTED** unanimously to approve the motion.

Meeting adjourned at 5:41 p.m.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:41 PM.

Respectfully Submitted,

R. Uptergrove

Coversheet

July Financials

Section: II. Finance
Item: A. July Financials
Purpose: Vote
Submitted by:
Related Material: 2018 07 Finance Report.pdf



Crossroads Charter Schools

MONTHLY FINANCE REPORT

August 2018

Contents

- July Snapshot
- Check Register

July Snapshot

Revenue

- 942K received in July
- Local revenue at 388K, led by 340K in donations
- State Revenue paid at 570K, consistent with FY 18 payment totals- will update projected ADA for September payment

Expenditures

- July expenditure total at 771K
- Salaries at 368K, FY 19 payroll begins August 31
- Benefits at 117K
- Purchased Services at 168K, low due to lack of transportation and food service invoices
- Supplies at 90K, high due to back to school spending
- Debt Service at 20K, in line with expectations

The Big Picture

- Cash Position at 1.2M; have 180K still obligated to Thayer Building renovation costs
- Strong start to fundraising year
- Will monitor enrollment as school year officially begins August 27th!
- Congrats again on Thayer Building acquisition, a tremendous accomplishment and wonderful development for the school!

Coversheet

July Check Register

Section: II. Finance
Item: B. July Check Register
Purpose: Vote
Submitted by:
Related Material: 2018 07 Check Register.pdf

Crossroads Academy of Kansas City, Inc.
08/19/2018 4:04 PM

Check Register by Type

Page: 1
User ID: PAUL

Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID: 1		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
1603617	07/18/2018	X			ATT	AT&T	754.77
1603618	07/25/2018	X			UHCBS	UHCBS REIMBURSEMENT	2,819.91
1603619	07/31/2018	X			UNITED	UNITED HEALTH CARE INSURANCE COMPANY	1,423.36
1603620	07/16/2018	X			BCBS	BLUE CROSS AND BLUE SHELDF OF KANSAS CITY	94,369.33
1603621	07/02/2018	X			UNUM	UNUM LIFE INSURANCE COMPANY OF AMERICA	1,308.30
1603622	07/06/2018	X			HVH	HISTORIC VIRGINIA HOTEL	16,667.67
1603623	07/30/2018	X			KCPL	KCP&L	13,132.36
1603624	07/23/2018	X			HARTFORD	THE HARTFORD INSURANCE COMPANY	1,695.20
1603625	07/10/2018	X			HANOVER	THE HANOVER INSURANCE CO	0.00
1603626	07/03/2018	X			AFLAC	AFLAC	2,097.68
1603627	07/04/2018	X			REPUBLIC	REPUBLIC SERVICES #468	0.00
1603628	07/02/2018	X			CAKCESTAT	CROSSROADS REAL ESTATE COMPANY	27,899.00
1603649	07/16/2018	X			GOOGLEF	GOOGLE FIBER	130.00
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 162,297.58
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 162,297.58

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
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12268	07/09/2018	X			GRIFCHA	CHARLOTTE GRIFFITHS	288.00
12270	07/16/2018	X			BUCKALL	ALLISON BUCKLEW	288.00
12271	07/26/2018	X			STEIKAI	KAITLYN STEINACHER	288.00
12272	07/09/2018	X			MORIEN	Jennifer Moriarty	288.00
12273	07/16/2018	X			STICDORI	Doris Stickney	288.00
12275	07/05/2018	X			WILLTIA	TIARA WILLIAMS	2,000.00
12276	07/31/2018	X			SCHOOLECON	School of Economics	573.00
71835300	07/24/2018	X			VEOLIA	VEOLIA ENERGY	72.95
71835301	07/24/2018	X			BUILKEEP	BUILDING KEEP	415.00
71835302	07/24/2018	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
71835303	07/24/2018	X			MWA	MWA MATERIAL	294.00
71835304	07/24/2018	X			RSC	RSC	3,315.00
71835305	07/24/2018	X			SHERMAN	SHERMAN WILLIAMS	223.95
71835306	07/24/2018	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	435.31
71835307	07/24/2018	X			THYSSELEV	THYSSENKRUPP ELEVATOR CORP	321.06
71835308	07/24/2018	X			TOWNER	Towner Communications	832.50
71835309	07/24/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	12.27
71835310	07/24/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	313.51
71835311	07/24/2018	X			EDUCATION	EDUCATION.COM	29,270.00
71835312	07/24/2018	X			HANOVER	THE HANOVER INSURANCE CO	13,092.40
71835313	07/24/2018	X			HANOVER	THE HANOVER INSURANCE CO	2,032.80
71835314	07/24/2018	X			JUMPROPE	JumpRope	4,244.00
71835315	07/24/2018	X			MASTERY	MASTERY CONNECT, INC.	7,113.00
71835316	07/24/2018	X			LEARNING	LEARNING A-Z	1,500.00
71835317	07/24/2018	X			TNTP	THE NEW TEACHER PROJECT	10,500.00
71835318	07/24/2018	X			MCPSA	MISSOURI CHARTER PUBLIC SCHOOL ASSOC	5,058.00
71835319	07/24/2018	X			EXPLORE	ExploreLearning	2,750.00
71835320	07/24/2018	X			NAVIANCE	NAVIANCE	6,385.00
71835321	07/24/2018	X			SHERMAN	SHERMAN WILLIAMS	213.50
71835322	07/24/2018	X			SHERMAN	SHERMAN WILLIAMS	315.03
71835323	07/24/2018	X			SHERMAN	SHERMAN WILLIAMS	101.38
71835324	07/24/2018	X			BUILKEEP	BUILDING KEEP	465.00
71835325	07/24/2018	X			OTIS	OTIS ELEVATOR	1,534.00
71835326	07/24/2018	X			FIRE	CITY TREASURER	405.00
71835327	07/24/2018	X			MIND	Mind Research Institute	16,956.00
71835789	07/24/2018	X			CONCENTRA	CONCENTRA	59.00
71835790	07/24/2018	X			CHUBB	CHUBB & SON	8,920.00
71835791	07/24/2018	X			DATAREC	DATA RECOGNITION INC	671.40
71835792	07/24/2018	X			DORMAUSA	Dorma USA Inc.	202.50

Crossroads Academy of Kansas City, Inc.
08/19/2018 4:04 PM

Check Register by Type

Page: 2
User ID: PAUL

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
71835793	07/24/2018	X			MEDELLIN	Medellin Landscaping & Gardening	357.50
71835794	07/24/2018	X			SCENARIO	SCENARIO LEARNING	400.00
71835795	07/24/2018	X			LEXINGTON	LEXINGTON PLUMBING & HEATING CO INC	1,180.00
71835796	07/24/2018	X			TYLERTECH	TYLER TECHNOLOGIES	7,544.54
71835797	07/24/2018	X			ATT	AT&T	187.54
71835798	07/24/2018	X			FIRE	CITY TREASURER	250.00
71835799	07/24/2018	X			KPM	KPM CPA'S, P.C.	2,800.00
71835800	07/24/2018	X			SPEDTRACK	SPEDTRACK	1,485.00
71835801	07/24/2018	X			OTIS	OTIS ELEVATOR	421.20
71835802	07/24/2018	X			LEARNING	LEARNING A-Z	799.80
71835803	07/24/2018	X			CONCENTRA	CONCENTRA	177.00
71835804	07/24/2018	X			SOLI	SOLI AND SOLI INC	307.00
71835805	07/24/2018	X			GRANDPL	THE GRAND HALL AT POWER AND LIGHT	6,012.80
71835806	07/24/2018	X			IRESQ	IResQ	85.00
71835807	07/24/2018	X			MARSHM	MARSH & MCLENNAN AGENCY, LLC INC	21,609.00
71836095	07/24/2018	X			NONPROFIT	NONPROFIT CONNECT	500.00
71836096	07/24/2018	X			MIDCON	MID-CON MANAGEMENT-DST	1,505.00
71836097	07/24/2018	X			HIGENE	HI-GENE'S JANITORIAL	5,189.60
71836098	07/24/2018	X			HIGENE	HI-GENE'S JANITORIAL	7,738.43
71836099	07/24/2018	X			EDOPS	EdOps	10,750.00
71836100	07/24/2018	X			CDW	CDW GOVERNMENT	1,816.19
71836101	07/24/2018	X			DATAMAX	DATAMAX, INC	3,989.25
71836102	07/24/2018	X			DONALD	DONALD E MAXWELL, LLC	7,337.50
71836103	07/24/2018	X			TIERNEY	TIERNEY OFFICE PRODUCTS	467.51
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 204,996.42
Check Type Total: Check					Void Total:	0.00	Total without Voids: 204,996.42
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Grand Total:					Void Total:	0.00	Total without Voids: 367,294.00

Coversheet

Tax Exempt Bond Resolution

Section: II. Finance
Item: C. Tax Exempt Bond Resolution
Purpose: Vote
Submitted by:
Related Material: Borrower Authorizing Resolution - Final.pdf

**RESOLUTION OF THE BOARD OF DIRECTORS OF
CROSSROADS CHARTER SCHOOLS**

WHEREAS, Crossroads Charter Schools, a nonprofit corporation and public charter school, existing under the laws of the State of Missouri (the “Corporation”), desires to borrow funds from the Health and Educational Facilities Authority of the State of Missouri (the “Authority”) and the Corporation has requested the Authority to issue its revenue bonds, in one or multiple series (the “Bonds”), in a principal amount not exceeding \$7,000,000, to be issued under one or multiple bond trust indentures (the “Indenture”) between the Authority and the bond trustee named therein (the “Bond Trustee”), in order to raise funds to loan to the Corporation (i) to finance, refinance and reimburse the acquisition, renovation, construction, improvement, extension, repair, equipping and furnishing of certain educational facilities and related land and other related facilities, including the projects more fully described in Exhibit A hereto (collectively, the “Project”), and (ii) to pay related transaction costs; and

WHEREAS, the Corporation has executed a preliminary term sheet from Commerce Bank (the “Term Sheet”), and such Term Sheet outlines the preliminary anticipated terms of the Bonds and the purchase thereof by Clayton Holdings, LLC (the “Purchaser”), a subsidiary of Commerce Bank; and

WHEREAS, the Board of Directors of the Corporation (the “Board”) finds and determines that the issuance and sale of the Bonds, the loan of the proceeds of the Bonds to the Corporation for the foregoing purposes, the execution and delivery of the herein-described Financing Documents, and such other matters herein recited are necessary and desirable and in the best interest of the Corporation; and

WHEREAS, the Board recognizes that the Internal Revenue Service has stated that all issuers of tax-exempt bonds and conduit borrowers should have separate written procedures regarding ongoing compliance with the federal tax requirements for tax-exempt obligations, and in order to memorialize its commitment to compliance with the Internal Revenue Service directive, it is necessary and desirable that the Board adopt a compliance procedure for tax-exempt financings described herein; and

WHEREAS, in order to accomplish the foregoing, it is necessary and desirable that the Corporation approve the transaction described in these Resolutions and the execution and delivery of certain documents and certain other matters in connection with such transaction as herein provided.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF CROSSROADS CHARTER SCHOOLS AS FOLLOWS:

Section 1. Approval of Issuance of Bonds. The Board hereby approves the issuance and sale of the Bonds by the Authority and authorizes the Corporation to borrow the proceeds of the Bonds from the Authority for the purposes described in the recitals hereof, provided that the Bonds shall be issued in a principal amount not to exceed \$7,000,000 and shall have the initial terms outlined in the Term Sheet with such changes in terms as may be approved by the Authorized Officers of the Corporation by executing the hereinafter described Financing Documents with the final terms contained therein.

Section 2. Authorization and Approval of Financing Documents. Subject to the review, consideration and approval of an Authorized Officer, the Board hereby approves the proposed documents relating to the financing set forth below (the “Financing Documents”):

- (a) one or multiple loan agreements between the Corporation and the Authority, under which the Authority will loan the proceeds from the sale of the Bonds to the Corporation for the purposes herein described in consideration of payments which will be sufficient to pay the principal of, redemption premium, if any, and interest on the Bonds and setting forth the terms and conditions which shall apply to the loan and the covenants and agreements of the Corporation in connection therewith, and including certain covenants of the Corporation and pledges of certain revenues and receivables of the Corporation;
- (b) one or multiple tax compliance agreements among the Authority, the Corporation and the Bond Trustee, entered into in order to set forth certain representations, facts, expectations, terms and conditions relating to the use and investment of the proceeds of the Bonds and to establish and maintain the exclusion of interest on the Bonds from gross income for federal income tax purposes;
- (c) a tax-exempt financing compliance procedure setting forth certain procedures for compliance with federal law requirements for the Bonds and future tax-exempt financings;
- (d) one or multiple continuing covenant agreements between the Corporation and the Purchaser evidencing the terms of the Term Sheet, including all other agreements, instruments, certificates and other documents referenced therein;
- (e) one or multiple deeds of trust executed by the Corporation to secure the Corporation's obligations, in connection with the Bonds, with certain real and personal property of the Corporation;
- (f) one or multiple security agreements and assignments of interests executed by the Corporation to secure the Corporation's obligations, in connection with the Bonds, with certain property of the Corporation, including a security interest in, and assignment of, certain pledges receivable;
- (g) any Indenture and any and all such other documents as may be necessary or appropriate in connection with the foregoing and for the purposes set forth herein, and as are approved by an Authorized Officer (herein defined) of the Corporation with such approval being conclusively evidenced by such Authorized Officer's execution of any such document.

Section 3. Execution of Financing Documents. The president and vice president of the Corporation's Board, the Corporation's executive director, and the Corporation's chief operating officer (each an "Authorized Officer") shall be and each such person is, acting singly, hereby authorized, empowered and directed to execute, enter into, deliver and, where necessary, record the Financing Documents, for and in the name and on behalf of the Corporation and, where necessary, the secretary, assistant secretary or any other officer of the Board and the Corporation is hereby authorized and directed to attest said documents and affix the corporate seal thereto, and said documents shall be in the respective forms thereof as may be presented to the Authorized Officers of the Corporation, with such changes therein as shall be approved by the Authorized Officer of the Corporation executing the same, and the execution of such documents by an Authorized Officer of the Corporation shall constitute conclusive evidence of such officers' approval and the Corporation's approval thereof.

Section 4. Further Authority. In connection with the issuance of the Bonds and at any time thereafter in connection with the Bonds, each Authorized Officer, acting singly, and her or his respective designated agents are authorized and directed to take such further action to execute and deliver

such other documents, certificates and instruments and to pay all such fees, taxes and expenses as may in their discretion be necessary or desirable in connection with the Bonds, including in order to carry out and comply with the intent of these resolutions and the terms and provisions of the Financing Documents; and all of the acts of such officer and agents which are in conformity with the intent and purposes of these resolutions, whether heretofore or hereafter taken or done, shall be and the same are hereby in all respects ratified, confirmed and approved.

Section 5. Independent Authorization for Multiple Series of Bonds. This resolution separately authorizes and approves of the issuance of multiple series of the Bonds by the Authority, and the Bonds authorized hereunder may be issued, for the purposes described herein, by series at separate times or concurrently. The failure to issue any series of the Bonds shall not adversely affect the issuance of another series.

Section 6. Effective Date. These resolutions shall take effect and be in full force immediately after their adoption by the Board.

I, the undersigned, Secretary of the Board of Directors of Crossroads Charter Schools, hereby certify that the above and foregoing is a true and correct copy of certain resolutions adopted by the Board of Directors of said corporation at a meeting duly and regularly held, upon call and waiver of notice, in accordance with the bylaws of said corporation on August 20, 2018, at which meeting a quorum of the directors were present in person. I further certify that said resolutions have not been modified, amended or repealed and are in full force and effect as of the date hereof.

WITNESS my hand and the seal of the corporation this ____ day of _____, 2018.

Secretary of the Board of Directors of
Crossroads Charter Schools

EXHIBIT A

The Project includes the following components:

- Acquisition, renovation, construction, improvement, extension, repair, equipping and furnishing of an approximately 71,000 square feet educational facilities building located at 816 Broadway, Kansas City, Missouri, and related facilities, including refinancing and reimbursing previous expenditures therefor and financing future expenditures
- Miscellaneous capital expenditures for the Corporation's educational facilities at its campuses in Kansas City, Missouri, including refinancing and reimbursing previous expenditures therefor and financing future expenditures

Coversheet

Crossroads Community Collaborative

Section: IV. Educational Excellence
Item: A. Crossroads Community Collaborative
Purpose: Discuss
Submitted by:
Related Material: CCC Partners.pdf



Crossroads Preparatory Academy

The Need for the Crossroads Community Collaborative

KANSAS CITY'S PROBLEM

Far too often our students leave school without having the authentic experiences they need to help them navigate the world. Too many skills are taught in isolation and students do not see the connection between what they learn in the classroom to what they need in real life. At the same time, Kansas City faces a shortage of innovative workers because many of our young people don't recognize the opportunities available to them within our region. Kansas City is the prime location to increase capacity in trade, people, and ideas, yet young adults do not see this opportunity.

OUR SOLUTION

The Crossroads Community Collaborative (CCC) will supply talent to local businesses and organizations by providing integrated learning opportunities and equipping students with employable skills. CCC students will give back to their community by solving real problems and completing real projects that meet industry needs. Our goal is to become a proof-point in how communities can build a transformational learning system that contributes to the economic sustainability of the area.

HOW CAN THE CROSSROADS COMMUNITY COLLABORATIVE HELP YOU?

CCC is a project-driven learning experience where your real-world problems and ideas become real opportunities for our students. Our partners benefit from a symbiotic relationship, where business and organizational needs are being met by our students. While passionate about young people and education, our partners receive high-value as well. Partners can join CCC through the following levels: Professional Development, Industry Mentor, Project Supervisor, Career Host, and Investor.

Adapted from Iowa BIG



Crossroads
Preparatory Academy

**CROSSROADS COMMUNITY COLLABORATIVE
PARTNERSHIP BENEFITS**

Partner Levels	Partner Benefits	Student Benefits
1. Professional Development (guest speaker, give a tour)	Expose students to your culture and methods Expose students to your industry	Learn from and engage with industry professionals Exposure to a variety of professions
2. Industry Mentor (provide feedback, tutor)	Provide employees meaningful community outreach Increased self-reflection on skills, processes, and standards	Learn from successful community members Network and connect
3. Project Supervisor (monitor project, provide direction)	Inject a youthful and energetic approach to projects Productivity at no expense Solve organizational problems	Real-world experience Apply skills to authentic problems Gain employability skills
4. Career Host (provide internships)	Refresh work culture Expose potential future employees to your organization	Learn to navigate real-world work environments Experience Kansas City career offerings
5. Investor (financial and in-kind donations)	Builds-up our youth Develops a strong KC workforce and identity Drives public support for and engagement with education Net gain is economic vitality Recognition as a thought leader Tax deductions for donations	Ensures sustainability of CCC opportunities Enhances students' community ownership Better prepares students for future success Real-world resources

BECOME A CCC PARTNER TODAY! EMAIL:

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Coversheet

Strategic Plan Review

Section: V. Governance
Item: A. Strategic Plan Review
Purpose: Discuss
Submitted by:
Related Material: Crossroads Strategic Plan - FY19 Refresh - Sheet1 (1).pdf

2018-19 Strategic Priorities and Initiatives - DRAFT

SP #1:	Codify and strengthen the academic beliefs, expectations, and practices required to ensure rigor, joy, and equity.
1.1	Refine and implement with excellence our a shared instructional vision for consistent instructional practices that emphasizes rigor, authentic learning, collaborative teaching, and educational equity.
1.2	Improve and implement a limited number of high-impact instructional systems and protocols intended to be common (e.g. observation and feedback, unit and lesson design, data driven instruction, student work analysis).
1.3	Deepen practices to effectively implement common assessments and a limited number of curricular resources for teachers to choose from and implement with fidelity (ELA and math).
SP #2:	Build, effectively implement, and continuously improve the systems to address racial and other biases and model inclusive, culturally-competent practices that drive educational equity.
2.1	Implement a common vision of educational equity through consistent, structures and practices that promotes culturally-responsiveness, social emotional learning, and learner agency.
SP #3:	Recruit, develop, and retain a diverse, high-quality, and culturally competent team.
3.1	Strengthen and implement recruitment, screening, and offer processes to align to "the Crossroads way" and to ensure a strong pipeline of quality talent.
3.2	Strengthen and implement a comprehensive approach to adult learning focused on a limited number of priorities, including educational equity, instructional design, consistent practices, and curriculum implementation.
3.3	Establish a system to identify, celebrate, and share promising, high-impact practices across campuses.
SP #4:	Ensure all stakeholders are informed and heard through an intentional cycle of listening, planning, and open and timely communications.
4.1	Improve and implement a comprehensive communications strategy that includes regular opportunities to engage all students, staff, families, community and board in offering input, feedback, and solution options.
4.2	Ensure families and staff are well served by clear, efficient and effective customer service systems.
SP #5:	Ensure operational and financial sustainability while meeting the network's growing programmatic and facilities needs.
5.1	Secure the financial resources and build the partnerships needed to build complete Crossroads Preparatory Academy facilities. the high school and middle school.
5.2	Ensure that Crossroads' governance, staffing, financial and operational systems are sustainable and aligned to its mission, priorities and growth plans.

2017-18 Strategic Priorities and Initiatives

SP #1:	Codify and strengthen the academic beliefs, expectations, and practices required to ensure rigor, joy, and equity.
1.1	Adopt a shared instructional vision that articulates expectations for consistent instructional practices and emphasizes rigor, authentic learning, and collaborative teaching.
1.2	Curate or create a limited number of high-impact instructional systems and protocols intended to be common (e.g. observation and feedback, unit and lesson design, data driven instruction, student work analysis).
1.3	Adopt common assessments and a limited number of curricular resources for teachers to choose from and implement with fidelity (ELA and math).
SP #2:	Build the systems to address racial and other biases and model inclusive, culturally-competent practices that drive educational equity.
2.1	Establish a vision of educational equity and publish expectations of consistent practice that promotes culturally-responsiveness, social emotional learning, and learner agency.
SP #3:	Recruit, develop, and retain a diverse, high-quality, and culturally competent team.
3.1	Revise recruitment, screening, and offer processes to align to "the Crossroads way" and to ensure a strong pipeline of quality talent.
3.2	Design and launch a comprehensive approach to adult learning focused on a limited number of priorities, including educational equity, instructional design, consistent practices, and curriculum implementation.
3.3	Establish a system to identify, celebrate, and share promising, high-impact practices across campuses.
SP #4:	Implement an intentional cycle of listening, planning, and open and timely communications.
4.1	Establish regular opportunities to engage all students, staff, families, community and board in offering input, feedback, and solution options.
4.2	Launch a comprehensive communications strategy to ensure students, staff, families, community and board are engaged and informed.
SP #5:	Ensure operational and financial sustainability while meeting the network's growing programmatic and facilities needs.
5.1	Secure the financial resources needed to build the high school and middle school.
5.2	Ensure that Crossroads' governance, staffing, financial and operational systems are sustainable and aligned to its mission, priorities and growth plans.
5.3	Ensure families and staff are well served by clear and efficient communications and customer service systems.