



# Crossroads Charter Schools

## January Board Meeting

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### **Date and Time**

Monday January 28, 2019 at 5:00 PM CST

### **Location**

816 Broadway Boulevard, Kansas City, MO 64105

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### **Agenda**

#### **I. Opening Items**

Opening Items

**A.** Record Attendance and Guests

**B.** Call the Meeting to Order

**C.** Approve Minutes

Approve minutes for Special Board Meeting on December 7, 2018

**D.** Approve Minutes

Approve minutes for December Board Meeting on December 17, 2018

#### **II. Governance**

**A.** Welcome New Board Members

**B.** Board Member Responsibilities

- C. 2019 Board Meeting Dates

### **III. December Financials**

Advisory

- A. December Financial Report
- B. December Check Register
- C. HVH Financing Update

### **IV. Operations**

Governance

- A. Campus Security Update
- B. Update Purchasing Policy
- C. Development Update
- D. Braille Policy

### **V. Educational Excellence**

- A. 2018 MAP and APR Scores
- B. Kansas City Pre-K Sales Tax
- C. Charter School Pre-K Collaborative
- D. Charter Funding Equity

### **VI. Closed Session**

- A. Pursuant to 610.021. (6)

### **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 - January 2019.pdf

## Admin. Board Report

### 2018 – 2019 SMART Goals

Goal	SMART GOAL	CURRENT STATUS
#1	Students will master <b>85%</b> of targeted learning goals by June 2019 (only reporting on QH and CS)	68.4%
#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%  <b>2018 scores are released in Jan</b>
#3	Students will maintain an attendance rate of <b>95%</b> during the 2018-2019 school year	94.96%
#4	Have <b>\$25,000</b> of income/expense for FY19	\$197,140
#5	Raise <b>\$1,860,000</b> to fully fund Supplemental Operating Expenses by July 30, 2018	\$1,830,477 committed

## Academic Report

### Academic Program

QH 1st Grade: Tom and Danielle's 1st-grade scholars held a publishing party! The room was packed with excited parents and students eager to share their work. The students took great pride in their writing and did a wonderful job reading their books and answering questions. Publishing parties give students an authentic audience which encourages them to do their best. This first-grade team understands that publishing writing incorporates so many great skills for our students!



CPA Biology: Dr. Lacy's 9th and 10th-grade biology students participated in a Science Genius Rap Battle! All students were tasked with incorporating science vocabulary and concepts into a poem/rap and those that chose to also perform their poem/rap in front of an audience. It was evident that the students were highly engaged in this process and they celebrated each other's work!



CS 6th Grade: 6th graders at CS gave speeches about social justice issues. Mr. Woodland led the students in researching a topic of interest, writing speeches, and performing in front of a panel of judges. Topics included: violence against women, social justice expression in sports, the school to prison pipeline, discrimination in the workplace, racial profiling, and mass shootings among many others! You could tell the students were truly invested and very passionate about their topics. Afterward, the judges stated how blown away they were that the students took on such heavy topics and did so with such poise and confidence!



## Operations Report

Student Enrollment	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
<b>CACS: Goal 326</b>	329	325	325	331	334	338					
<b>CAQH: Goal 278</b>	270	273	273	273	268	269					
<b>CPA: Goal 190</b>	197	197	197	194	189	198					

• Current Enrollment Numbers

FY19 YTD INCOME	FY19 YTD EXPENSES	FY19 YTD Income/Expense
\$5,677,374	\$5,480,234	\$197,140

### Facilities Updates

Crossroads administration is continuing to work with MC Realty and BNIM to on major capital facilities repairs and maintenance at all three schools. The more significant projects include HVAC replacement at Central Street, exterior window repair/replacement at Quality Hill and exterior painting/wood rot repair at Crossroads Prep. This initial step is to prioritize specific projects and identify costs.

### Human Resources

Hiring has begun for the 2019-2020 school year. There are several positions posted online. Additionally, we have immediate openings for a Middle/High School Paraprofessional and an elementary SPED teacher. All of the job descriptions can be found on the website at <http://www.crossroadsschoolskc.org/careers>.

## 2018-19 Development Report

FY18 Development Report	Committed Operational	Off-Budget	CPA Capital	Future Capital Commitments
Grants Received FY18				
Sherman Family Foundation			\$250,000	\$225,000
Healthcare Foundation	\$6,179			
Oppenstein Brothers Foundation				
Kauffman Foundation	\$324,975			
SchoolSmartKC	\$780,000			
Kirk Family Foundation	\$15,000		\$100,000	\$200,000
Stanley H. Durwood Foundation	\$50,000			
George K. Baum Family Foundation				
Ron Cattelino - Music Program Grant	\$10,000			
McGowan Charitable Foundation				
SS&C (formerly DST Systems)	\$125,000			
Francis Family Foundation	\$5,000			
Spencer Fane	\$15,000			
Francis Family (David Francis Discretionary)			\$100,000	\$148,000
Royals Charities				
Early Education Grant Fund (pace)	\$50,000			
U.S. Dept of Education - CSP Grant	\$46,250			\$845,000
Hall Family Foundation			\$600,000	
W.T.Kemper Family Foundation			\$1,000,000	
Jedel Foundation			\$10,000	
11th St. Neighborhood TIF fund				
E-Rate Program			\$23,207	\$14,827
Gary Dickinson Family Foundation (CPA)			\$50,000	
H&R Block Foundation				
R and C Charitable Foundation			\$12,000	

Fundraisers				
Fall Fundraiser	\$154,449			
Spring Fundraiser				
Other Giving				
Leverage Loan Interest	\$43,752			
CAKC Real Estate	\$172,697			
Individuals (non-fundraiser)	\$32,175			
Totals	\$1,830,477		\$2,145,207	\$1,682,827
2018-19 Operational Fundraising Goal	\$1,860,000			
% of 2018-19 Goal Committed-to-Date	98.4%			
Pending Requests				

# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Special Board Meeting on December 7, 2018

APPROVED



# Crossroads Charter Schools

## Minutes

### Special Board Meeting

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#### **Date and Time**

Friday December 7, 2018 at 2:00 PM

#### **Location**

816 Broadway Blvd. Kansas City, MO 64105

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#### **Trustees Present**

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

#### **Trustees Absent**

*None*

#### **Guests Present**

C. Hughley, Don Maxwell, R. Uptergrove, T. McDowell

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### **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 Friday Dec 7, 2018 at 2:02 PM.

### **II. Finance**

#### **A.**



### **Amended & Restated Promissory Note to IFF and corresponding Reaffirmation of the IFF Loan Guaranty**

Don Maxwell discussed changes needed to an IFF Loan. The Board agreed to the Amended IFF Loan and authorized Dean Johnson to enter into and execute on behalf of himself or the Corporation, any and all necessary or appropriate documents, instruments, and agreements to evidence, effectuate and consummate the Amended IFF Loan.

D. Charity made a motion to Approve the resolution.

R. Cattelino seconded the motion.

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

#### **Roll Call**

R. Moore Aye

D. Charity Aye

P. Crawford Aye

B. Sweetman Aye

R. Cattelino Aye

### **III. Closing Items**

#### **A. Adjourn Meeting**

R. Cattelino made a motion to adjourn the meeting.

P. Crawford seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 2:34 PM.

Respectfully Submitted,

R. Uptergrove

# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** D. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for December Board Meeting on December 17, 2018

APPROVED



## Crossroads Charter Schools

# Minutes

## December Board Meeting

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### Date and Time

Monday December 17, 2018 at 5:00 PM

### Location

816 Broadway Boulevard, Kansas City, MO 64105

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### Trustees Present

B. Sweetman (remote), D. Charity, P. Crawford, R. Cattelino, R. Moore

### Trustees Absent

*None*

### Guests Present

C. Hughley, D. Johnson, R. Uptergrove, T. McDowell (remote)

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## 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 Dec 17, 2018 at 5:03 PM.

### C. Approve Minutes

R. Moore made a motion to approve minutes from the November Board Meeting on 11-19-18 November Board Meeting on 11-19-18.

P. Crawford seconded the motion.

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

## II. November Financials

### A. November Financial Report

Total Revenue: \$5,677,374

Total Expenses: \$5,480,234

Net: \$197,140

### B. November Check Register

R. Cattelino made a motion to Approve.

R. Moore seconded the motion.

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

### C. Audit Review

R. Cattelino made a motion to approve the June audit as is.

P. Crawford seconded the motion.

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

Ron Cattelino presented the audit to the Board. The Finance Committee held a conference call with auditors and key points to note are:

- Overall, the audit went well and many compliments were given to the Crossroads Staff.
- Crossroads has great practice and controls in place for a small institution.
- Great segregation of duties within Crossroads Staff

## III. Educational Excellence

### A. Virtual Course Policy

R. Cattelino made a motion to approve.

P. Crawford seconded the motion.

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

Tysie McDowell-Ray discussed the now state-required policy to allow all K-12 students the option to take classes online.

## IV. Development

### A. Development Update

Dean Johnson provided an update on current development standings. For the FY19 year, we are at 97% (committed) of the yearly goal.

## V. Closed Session

### A. Pursuant to 610.021 (3) and 610.021 (6)

Ron Cattelino made a motion to enter into closed session at 5:36 p.m., seconded by Patsy Crawford.

Roll Call:

Diane Charity - Aye

Patsy Crawford - Aye

Ron Cattelino - Aye

Richard Moore - Aye

Beth Sweetman - Aye

Ron Cattelino made a motion to adjourn the closed session at 5:46 p.m., seconded by Patsy Crawford.

Roll Call:

Diane Charity - Aye

Richard Moore - Aye

Ron Cattelino - Aye

Patsy Crawford - Aye

Beth Sweetman - Aye

## VI. Closing Items

### A. Adjourn Meeting

R. Moore made a motion to adjourn the meeting.

R. Cattelino seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:53 PM.

Respectfully Submitted,

R. Uptergrove

# Coversheet

## 2019 Board Meeting Dates

**Section:** II. Governance  
**Item:** C. 2019 Board Meeting Dates  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** FY20 Board Meetings.pdf

Crossroads Charter Schools  
FY19/FY20 Proposed Board Meeting Dates  
DRAFT - 01/28/2019

Meetings are on the 4th Monday of each month @ 5 p.m., unless otherwise noted. Meetings will be at Crossroads Preparatory Academy. Dates, times and locations are subject to change.

**Approved FY19 Meeting Dates**

January 28, 2019  
February 25, 2019  
March 25, 2019  
April 22, 2019  
May 20, 2019 (adjusted for Memorial Day)  
June 24, 2019

**Proposed FY20 Meeting Dates**

July 22, 2019  
August 26, 2019  
September 23, 2019  
October 28, 2019  
November 25, 2019  
December 16, 2019 (adjusted for Winter Break)  
January 27, 2020  
February 24, 2020  
March 23, 2020  
April 27, 2020  
May 18, 2020 (adjusted for Memorial Day)  
June 22, 2020

# Coversheet

## December Financial Report

**Section:** III. December Financials  
**Item:** A. December Financial Report  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** CROSS - Board.pdf





**Crossroads Charter Schools**

# **December 2018 Financials**

PREPARED **JANUARY 2019** BY

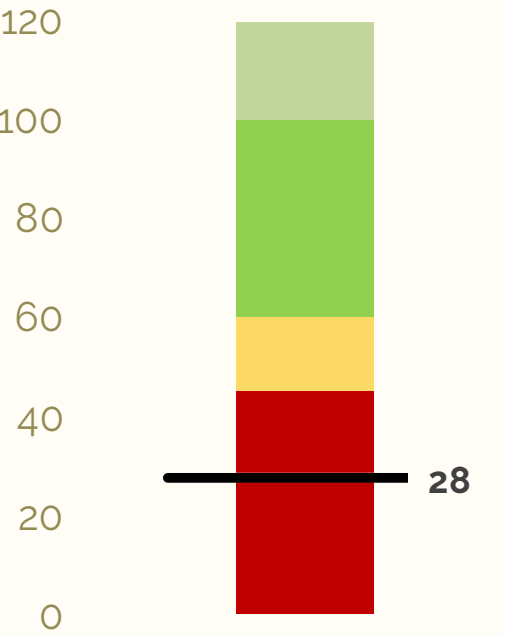


- **Key Performance Indicators**
- **Forecast Overview**
- **Cash Forecast**
- **Forecast History**
- **Appendix: Financials**

# Key Performance Indicators

## Days of Cash

Cash balance at year-end divided by average daily expenses

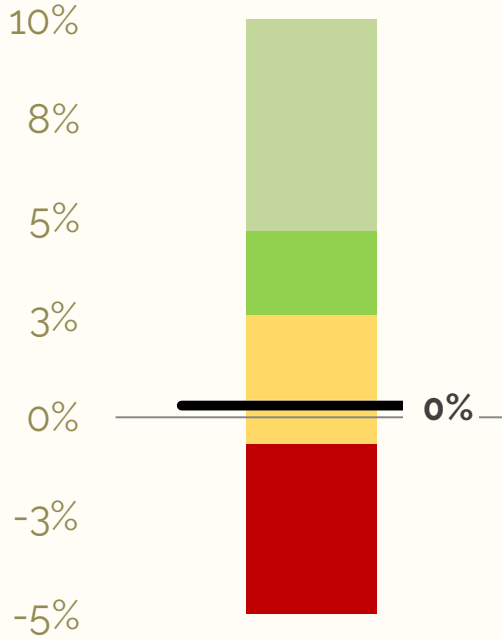


### 28 DAYS OF CASH AT YEAR'S END

The school's 28 days of year-end cash is below the recommended 60 days.

## Gross Margin

Revenue less expenses, divided by revenue



### % GROSS MARGIN

The forecasted net income is \$33k, which is \$8k above the budget. It yields a % gross margin.

# Forecast Overview

Forecast      Budget      Variance      Variance Graphic      Comments

Revenue      11,637,342      11,628,137      **9,205**      **\$9k**

State revenue has been updated based on core data information. Title funds adjusted to reflect allocation

Expenses      11,604,125      11,602,557      **(1,569)**

Have updated expense projections based on first 6 months of activity.

Net Income      33,216      25,580      **7,637**      **\$8k**

Cash Flow Adjustments      (244,000)      0      **(244,000)**



The balance in fund 40 at the end of FY18 was 230k, meaning the school had 230k more in capital for Thayer than it had spent. This adjustment integrates FY19 spending on Thayer into the cash forecast.

Change in Cash      (210,784)      25,580      **(236,363)**      **\$236k**

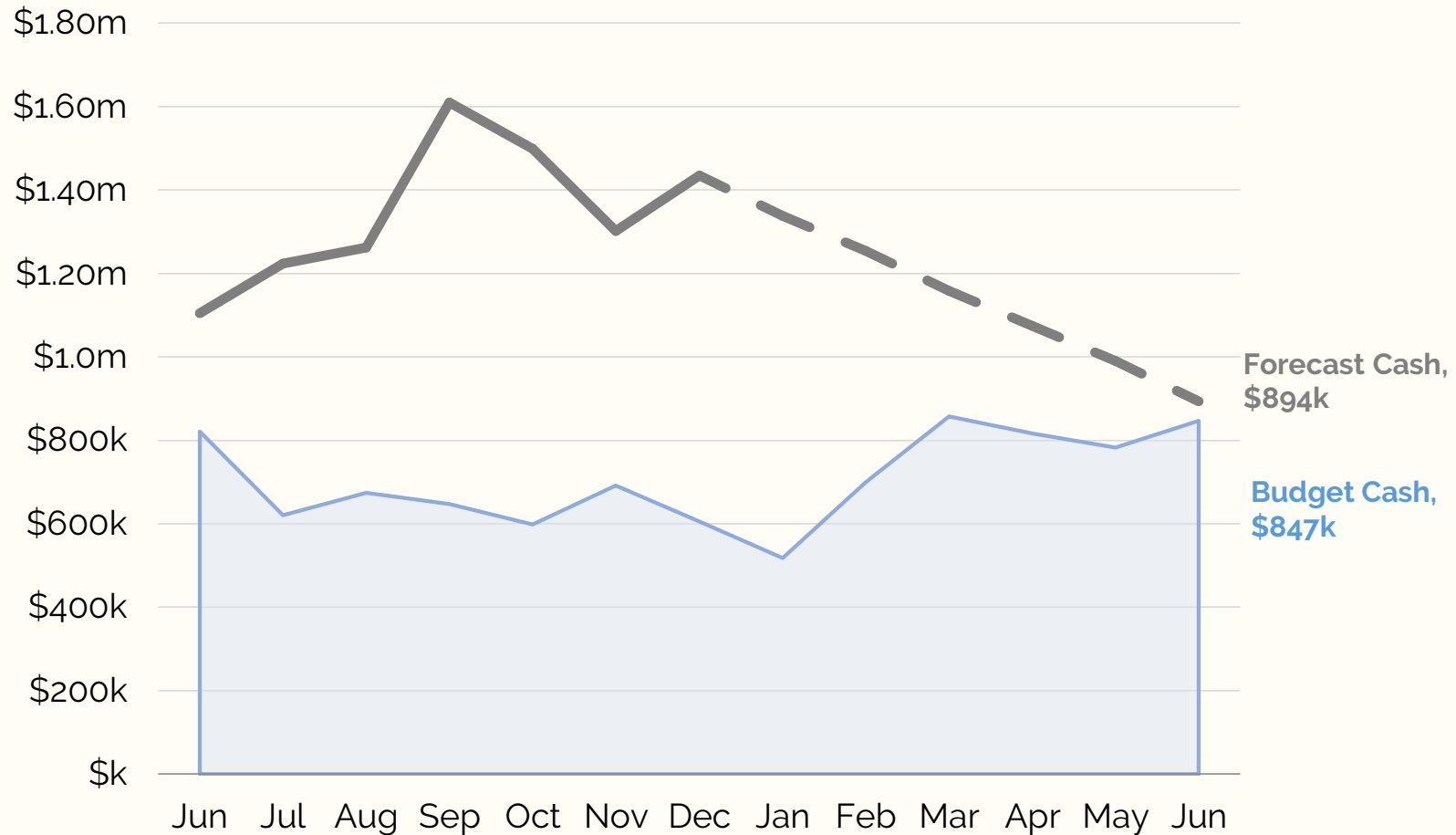


# Cash Flow Forecast

## 28 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$894k**, **\$47k** above budget.

The school's ending FY 18 cash balance was inflated to some degree by capital raised for Thayer that wasn't expensed as of 6/30/18. That being said, current FY 19 projected cash is favorable to budget due to state revenue paying \$100/WADA more than budget.



# Forecast History of June 30, 2019 Cash Balance

Source	Days of Cash at 6/30/19	Change	Description of change
Budget	<b>26</b>		From SY18-19 Budget
Jul	<b>80</b>	54	because
Aug	<b>32</b>	-49	bc
Sep	<b>32</b>	0	bc
Oct	<b>29</b>	-3	
Nov	<b>30</b>	2	Adjusted forecast based on actual spending for FY19.
Dec	<b>28</b>	-3	Forecast adjusted to reflect revenue and expense projections
Jan			
Feb			
Mar			
Apr			
May			
Jun			

	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
<b>Revenue</b>							
Local Revenue	2,473,021	1,535,876	937,145	2,717,718	2,699,752	17,966	244,697
State Revenue	4,128,983	3,740,917	388,065	8,308,452	8,270,508	37,944	4,179,469
Federal Revenue	219,447	262,073	(42,626)	611,172	657,877	(46,705)	391,725
<b>Total Revenue</b>	<b>6,821,451</b>	<b>5,538,867</b>	<b>1,282,585</b>	<b>11,637,342</b>	<b>11,628,137</b>	<b>9,205</b> ①	<b>4,815,891</b>
<b>Expenses</b>							
Salaries	2,527,286	2,563,276	35,990	5,185,585	5,218,656	33,070	2,658,300
Benefits and Taxes	741,320	772,980	31,660	1,548,192	1,545,960	(2,232)	806,872
Staff-Related Costs	52,821	51,400	(1,421)	102,800	102,800	(0)	49,979
Rent	299,182	398,940	99,758	577,880	797,880	220,000	278,698
Occupancy Service	1,476,949	735,560	(741,389)	1,227,353	1,471,119	243,766	(249,596)
Student Expense, Direct	569,630	431,282	(138,348)	1,085,526	862,564	(222,962)	515,896
Student Expense, Indirect	106,125	132,500	26,375	265,000	265,000	(0)	158,876
Office & Business Expense	373,343	342,540	(30,803)	732,050	685,080	(46,969)	358,706
Transportation	249,175	326,749	77,574	653,498	653,498	(0)	404,323
Total Ordinary Expenses	6,395,829	5,755,227	(640,603)	11,377,883	11,602,557	224,673	4,982,054
Net Operating Income	425,622	(216,360)	641,982	259,459	25,580	233,879	(166,163)
<b>Extraordinary Expenses</b>							
Interest	94,242	-	(94,242)	226,242	-	(226,242)	132,000
Total Extraordinary Expenses	94,242	-	(94,242)	226,242	-	(226,242)	132,000
<b>Total Expenses</b>	<b>6,490,071</b>	<b>5,755,227</b>	<b>(734,845)</b>	<b>11,604,125</b>	<b>11,602,557</b>	<b>(1,569)</b> ②	<b>5,114,054</b>
<b>Net Income</b>	<b>331,380</b>	<b>(216,360)</b>	<b>547,740</b>	<b>33,216</b>	<b>25,580</b>	<b>7,637</b> ③	<b>(298,163)</b>
Cash Flow Adjustments	(1,460)	-	(1,460)	(244,000)	-	(244,000)	(242,540)
<b>Change in Cash</b>	<b>329,920</b>	<b>(216,360)</b>	<b>546,280</b>	<b>(210,784)</b>	<b>25,580</b>	<b>(236,363)</b> ⑤	<b>(540,704)</b>

**① REVENUE: \$9K AHEAD**

Local revenue updated, adjusted state revenue to reflect 794 enrollment and FRL projection decrease of \$27k. Adjusted Federal Revenue to allocation budget, decrease by \$46k.

**② EXPENSES: \$2K BEHIND**

Have updated Occupancy services and student expenses to reflect spending to date

**③ NET INCOME: \$8K ahead**

**④ CASH ADJ: \$244K BEHIND**

**⑤ NET CHANGE IN CASH: \$236K BEHIND**

	Actual						Forecast						
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	387,492	358,181	417,770	308,458	582,147	418,974	40,783	40,783	40,783	40,783	40,783	40,783	2,717,718
State Revenue	550,777	547,142	900,980	688,931	761,701	679,452	696,578	696,578	696,578	696,578	696,578	696,578	8,308,452
Federal Revenue	3,809	0	65,080	63,947	40,961	45,651	65,287	65,287	65,287	65,287	65,287	65,287	611,172
<b>Total Revenue</b>	<b>942,077</b>	<b>905,323</b>	<b>1,383,830</b>	<b>1,061,336</b>	<b>1,384,808</b>	<b>1,144,077</b>	<b>802,648</b>	<b>802,648</b>	<b>802,648</b>	<b>802,648</b>	<b>802,648</b>	<b>802,648</b>	<b>11,637,342</b>
Expenses													
Salaries	368,866	405,558	434,086	450,098	433,826	434,851	448,800	437,300	448,800	437,300	437,300	448,800	5,185,585
Benefits and Taxes	117,378	121,517	126,380	127,200	123,231	125,614	134,742	134,215	134,742	134,215	134,215	134,742	1,548,192
Staff-Related Costs	19,498	5,083	12,056	6,613	4,995	4,576	8,330	8,330	8,330	8,330	8,330	8,330	102,800
Rent	46,072	53,432	49,618	48,943	50,199	50,919	46,450	46,450	46,450	46,450	46,450	46,450	577,880
Occupancy Service	40,606	135,981	169,681	189,119	730,927	210,635	-41,599	-41,599	-41,599	-41,599	-41,599	-41,599	1,227,353
Student Expense, Direct	70,699	97,366	132,595	120,465	76,798	71,706	85,983	85,983	85,983	85,983	85,983	85,983	1,085,526
Student Expense, Indirect	0	0	26,966	34,169	26,218	18,771	26,479	26,479	26,479	26,479	26,479	26,479	265,000
Office & Business Expense	86,980	86,691	50,904	53,787	47,247	47,733	59,784	59,784	59,784	59,784	59,784	59,784	732,050
Transportation	0	2,458	88	119,876	70,901	55,852	67,387	67,387	67,387	67,387	67,387	67,387	653,498
Interest	20,461	21,063	21,054	21,303	22,200	-11,838	22,000	22,000	22,000	22,000	22,000	22,000	226,242
Total Ordinary Expenses	770,560	929,151	1,023,428	1,171,572	1,586,541	1,008,820	858,356	846,329	858,356	846,329	846,329	858,356	11,604,125
<b>Total Expenses</b>	<b>770,560</b>	<b>929,151</b>	<b>1,023,428</b>	<b>1,171,572</b>	<b>1,586,541</b>	<b>1,008,820</b>	<b>858,356</b>	<b>846,329</b>	<b>858,356</b>	<b>846,329</b>	<b>846,329</b>	<b>858,356</b>	<b>11,604,125</b>
<b>Net Income</b>	<b>171,518</b>	<b>-23,828</b>	<b>360,402</b>	<b>-110,236</b>	<b>-201,733</b>	<b>135,257</b>	<b>-55,707</b>	<b>-43,680</b>	<b>-55,707</b>	<b>-43,680</b>	<b>-43,680</b>	<b>-55,707</b>	<b>33,216</b>
Cash Flow Adjustments	-52,729	63,096	-13,141	-794	4,261	-2,153	-40,423	-40,423	-40,423	-40,423	-40,423	-40,423	-244,000
<b>Change in Cash</b>	<b>118,789</b>	<b>39,268</b>	<b>347,261</b>	<b>-111,030</b>	<b>-197,472</b>	<b>133,104</b>	<b>-96,131</b>	<b>-84,104</b>	<b>-96,131</b>	<b>-84,104</b>	<b>-84,104</b>	<b>-96,131</b>	<b>-210,784</b>



	Previous Year End	Current
	6/30/2018	12/31/2018

**Assets**

## Current Assets

Cash	1,104,449	1,434,369
Intercompany Transfers	0	0
<b>Total Current Assets</b>	<b>1,104,449</b>	<b>1,434,369</b>

<b>Total Assets</b>	<b>1,104,449</b>	<b>1,434,369</b>
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**Liabilities and Equity****Liabilities**

## Current Liabilities

Other Current Liabilities	-33,084	-36,592
Accounts Payable	4,422	6,471
<b>Total Current Liabilities</b>	<b>-28,662</b>	<b>-30,121</b>

Total Long-Term Liabilities	0	0
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<b>Total Liabilities</b>	<b>-28,662</b>	<b>-30,121</b>
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**Equity**

Unrestricted Net Assets	1,133,109	1,133,109
Net Income	0	331,380

<b>Total Equity</b>	<b>1,133,109</b>	<b>1,464,489</b>
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# QUESTIONS?

Please contact your EdOps Finance Specialist:

Paul Greenwood

[paul@ed-ops.com](mailto:paul@ed-ops.com)

415-359-3995

© EdOps 2017, 2018, 2019

# Coversheet

## December Check Register

**Section:** III. December Financials  
**Item:** B. December Check Register  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** December Check Register.pdf

Crossroads Academy of Kansas City, Inc.  
01/22/2019 1:59 PM

**Check Register by Type**

Page: 1  
User ID: PAUL

<b>Payee Type: Vendor</b>		<b>Check Type: Automatic Payment</b>				<b>Checking Account ID: 1</b>	
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1603716	12/27/2018	X			ATT	AT&T	1,637.18
1603717	12/30/2018	X			UHCBS	UHCBS REIMBURSEMENT	1,431.40
1603718	12/04/2018	X			BCBS	BLUE CROSS AND BLUE SHELDF OF KANSAS CITY	58,546.36
1603719	12/07/2018	X			UNUM	UNUM LIFE INSURANCE COMPANY OF AMERICA	3,838.56
1603720	12/04/2018	X			HVH	HISTORIC VIRGINIA HOTEL	14,500.00
1603721	12/28/2018	X			KCPL	KCP&L	14,717.65
1603722	12/21/2018	X			HARTFORD	THE HARTFORD INSURANCE COMPANY	1,763.60
1603723	12/26/2018	X			HANOVER	THE HANOVER INSURANCE CO	7,520.27
1603724	12/11/2018	X			REPUBLIC	REPUBLIC SERVICES #468	563.39
1603725	12/14/2018	X			GOOGLEF	GOOGLE FIBER	130.00
1603726	12/12/2018	X			UNITED	UNITED HEALTH CARE INSURANCE COMPANY	815.17
1603727	12/03/2018	X			CAKCESTAT	CROSSROADS REAL ESTATE COMPANY	27,899.00
1603747	12/03/2018	X			COMMERCE	COMMERCE BANK	3,261.61
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Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 136,624.19

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1754	12/11/2018	X			HINKSTA	STACEY HINKLE	27.00
1758	12/07/2018	X			URBANCAFE	Urban Cafe	500.00
1759	12/04/2018	X			CLAYTON	CLAYTON-JONES, ANDREA	1,000.00
72248884	12/04/2018	X			PARALLEL	Parallel Employment Group	1,081.92
72248885	12/04/2018	X			PARALLEL	Parallel Employment Group	212.73
72248886	12/04/2018	X			ISS	ISS FACILITY SERVICES - KC	710.10
72248887	12/04/2018	X			ISS	ISS FACILITY SERVICES - KC	1,307.75
72248888	12/04/2018	X			ISS	ISS FACILITY SERVICES - KC	1,933.59
72248889	12/04/2018	X			ATT	AT&T	45.36
72248890	12/04/2018	X			SWOPE	SWOPE CORRIDOR RENAISSANCE/UPPER ROOM, INC.	18,803.03
72248891	12/04/2018	X			YARDI	YARDI MARKETPLACE	974.89
72249134	12/04/2018	X			HM	HOUGHTON MIFFLIN HARCOURT PUBLISHING CO	182.21
72249135	12/04/2018	X			HM	HOUGHTON MIFFLIN HARCOURT PUBLISHING CO	3,612.50
72249438	12/04/2018	X			OTIS	OTIS ELEVATOR	519.54
72249439	12/04/2018	X			MEDELLIN	Medellin Landscaping & Gardening	112.00
72249440	12/04/2018	X			OSGOOD	OSGOOD, CHRIS	40.03
72249441	12/04/2018	X			AMERDINING	AMERICAN FOOD & VENDING CORP	6,921.60
72249747	12/04/2018	X			WEIRKEA	KEANAN WEIR	1,000.00
72249748	12/04/2018	X			DATAMAX	DATAMAX, INC	1,342.28
72249749	12/04/2018	X			KELLY	KELLY SERVICES, INC	1,073.00
72249750	12/04/2018	X			AMAZON	AMAZON.COM	1,412.83
72263326	12/11/2018	X			THYSSELEV	THYSSENKRUPP ELEVATOR CORP	321.06
72263327	12/11/2018	X			PLAZAACADE	THE PLAZA ACADEMY	850.00
72263328	12/11/2018	X			PLAZAACADE	THE PLAZA ACADEMY	600.00
72263329	12/11/2018	X			PLAZAACADE	THE PLAZA ACADEMY	850.00
72263330	12/11/2018	X			PLAZAACADE	THE PLAZA ACADEMY	850.00
72263331	12/11/2018	X			PARALLEL	Parallel Employment Group	157.65
72263332	12/11/2018	X			PARALLEL	Parallel Employment Group	1,951.32
72263333	12/11/2018	X			PARALLEL	Parallel Employment Group	1,564.37
72263334	12/11/2018	X			YARDI	YARDI MARKETPLACE	385.02
72263819	12/11/2018	X			FOLLY	FOLLY THEATER BUSINESS OFFICE	4,000.00
72263820	12/11/2018	X			DOWNTOWNC	DOWNTOWN COUNCIL	500.00
72263821	12/11/2018	X			YARDI	YARDI MARKETPLACE	334.39
72263822	12/11/2018	X			QHA	QUALITY HILL ASSOCIATES LLC	1,100.00
72263823	12/11/2018	X			STASON	STASON, LLC	613.02
72263824	12/11/2018	X			GRANDPL	THE GRAND HALL AT POWER AND LIGHT	1,385.00
72263825	12/11/2018	X			AMMICRO	American Micro Digital Document Management	45.00

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72263826	12/11/2018	X			AMERDINING	AMERICAN FOOD & VENDING CORP	2,627.20
72264168	12/11/2018	X			POPEMIL	MILDRED POPE	111.95
72264169	12/11/2018	X			KELLY	KELLY SERVICES, INC	232.00
72264170	12/11/2018	X			CDW	CDW GOVERNMENT	563.06
72264171	12/11/2018	X			PAYPOOL	PAYPOOL	745.14
72264172	12/11/2018	X			21STCENT	21ST CENTURY THERAPY, P.C.	1,560.00
72264173	12/11/2018	X			COMMSCHLMA	Communities in Schools of Mid-America	3,125.00
72264174	12/11/2018	X			EDOPS	EdOps	10,750.00
72264175	12/11/2018	X			DONALD	DONALD E MAXWELL, LLC	12,206.63
72264176	12/11/2018	X			MIDCON	MID-CON MANAGEMENT-DST	6,460.00
72264177	12/11/2018	X			TIERNEY	TIERNEY OFFICE PRODUCTS	622.45
72264178	12/11/2018	X			AMAZON	AMAZON.COM	2,068.83
72311748	12/18/2018	X			PARALLEL	Parallel Employment Group	309.12
72311749	12/18/2018	X			PARALLEL	Parallel Employment Group	507.84
72311750	12/18/2018	X			KCMOTREAS	KANSAS CITY TREASURER	210.00
72311751	12/18/2018	X			JACKSONCO	JACKSON COUNTY COLLECTOR	61,751.01
72311752	12/18/2018	X			LENNOX	LENNOX	212.68
72311753	12/18/2018	X			UNIVERSITY	UNIVERSITY OF MISSOURI-COLUMBIA AR	955.00
72311754	12/18/2018	X			CRANE	CRANE YARD CLAY	84.00
72311755	12/18/2018	X			UNIVERSITY	UNIVERSITY OF MISSOURI-COLUMBIA AR	478.00
72311756	12/18/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	8.18
72311757	12/18/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	44.95
72311758	12/18/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	15.40
72311759	12/18/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	30.51
72311760	12/18/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	574.14
72311761	12/18/2018	X			KCBH	KANSAS CITY BEHAVIORAL HEALTH	6,652.00
72311963	12/18/2018	X			SCHOLASTIC	SCHOLASTIC INC.	65.85
72311964	12/18/2018	X			GRAINGER	GRAINGER	1,122.00
72312276	12/18/2018	X			KCTG	DBA KANSAS CITY TRANSPORTATION GROUP INC	6,180.00
72312277	12/18/2018	X			YARDI	YARDI MARKETPLACE	673.55
72312602	12/18/2018	X			ROSTJEN	JENNIFER ROSTOHAR	37.06
72312603	12/18/2018	X			CLAYTON	CLAYTON-JONES, ANDREA	38.98
72312604	12/18/2018	X			BATENIK	NIKKI BATES	49.35
72312605	12/18/2018	X			WESTJEN	JENNIFER WESTLAKE	64.63
72312606	12/18/2018	X			STEIKAI	KAITLYN STEINACHER	76.91
72312607	12/18/2018	X			FERGUSON	Ferguson Enterprises Inc # 215	122.97
72312608	12/18/2018	X			JOHNNIC	NICOLE JOHNSON	259.99
72312609	12/18/2018	X			BOYKCOU	COURTNEY BOYKIN	1,000.00
72312610	12/18/2018	X			KELLY	KELLY SERVICES, INC	1,537.00
72312611	12/18/2018	X			DATAMAX	DATAMAX, INC	2,674.55
72312612	12/18/2018	X			TIERNEY	TIERNEY OFFICE PRODUCTS	534.30
72312613	12/18/2018	X			AMAZON	AMAZON.COM	1,215.10
72349536	12/26/2018	X			NICHOLSV	VICTORIA NICHOLS	65.00
72349537	12/26/2018	X			ATT	AT&T	45.41
72349538	12/26/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	43.08
72349539	12/26/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	47.64
72349540	12/26/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	374.10
72349541	12/26/2018	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	550.34
72349542	12/26/2018	X			JACKSONCO	JACKSON COUNTY COLLECTOR	4,929.45
72349543	12/26/2018	X			JACKSONCO	JACKSON COUNTY COLLECTOR	50,799.15
72349544	12/26/2018	X			APEX	APEX LEARNING INC.	8,850.00
72349545	12/26/2018	X			MODPS	MISSOURI DEPARTMENT OF PUBLIC SAFETY	75.00
72349546	12/26/2018	X			MCREALTY	MC REALTY GROUP, LLC	7,665.48
72349547	12/26/2018	X			VEOLIA	VEOLIA ENERGY	1,976.34
72349548	12/26/2018	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	505.00
72349549	12/26/2018	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	130.00
72349550	12/26/2018	X			SPIRE	SPIRE	3,001.95
72349551	12/26/2018	X			MYBRIDGE	MY BRIDGE	400.00

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72349553	12/26/2018	X			CENTER	CENTER FOR CONFLICT RESOLUTION	150.00
72349554	12/26/2018	X			K12ITC	K12 ITC, INC.	13,301.73
72349555	12/26/2018	X			PARALLEL	Parallel Employment Group	637.56
72349556	12/26/2018	X			PARALLEL	Parallel Employment Group	981.18
72349557	12/26/2018	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
72349558	12/26/2018	X			THERMAL	THERMAL MECHANICS, INC.	402.40
72349559	12/26/2018	X			THERMAL	THERMAL MECHANICS, INC.	1,981.82
72349560	12/26/2018	X			MHEFA	MH&EFA	1,200.00
72349561	12/26/2018	X			OTIS	OTIS ELEVATOR	1,643.20
72349562	12/26/2018	X			BHCRHODES	BHC Rhodes	916.00
72349749	12/26/2018	X			HM	HOUGHTON MIFFLIN HARCOURT PUBLISHING CO	129.40
72350019	12/26/2018	X			KPM	KPM CPA'S, P.C.	2,800.00
72350020	12/26/2018	X			SOLI	SOLI AND SOLI INC	1,523.00
72350021	12/26/2018	X			YARDI	YARDI MARKETPLACE	192.31
72350022	12/26/2018	X			KCAV	KANSAS CITY AUDIO-VISUAL	721.00
72350023	12/26/2018	X			IRESQ	IResQ	796.50
72350024	12/26/2018	X			AMERDINING	AMERICAN FOOD & VENDING CORP	9,222.40
72350331	12/26/2018	X			KELLY	KELLY SERVICES, INC	29.00
72350332	12/26/2018	X			MORIJEN	Jennifer Moriarty	48.75
72350333	12/26/2018	X			ARNOANN	ANNA ARNOLD	48.94
72350334	12/26/2018	X			DATAMAX	DATAMAX, INC	66.00
72350335	12/26/2018	X			LACRLAU	LAURA LACROIX	90.75
72350336	12/26/2018	X			JOHNSON	JOHNSON, DEAN	483.96
72350337	12/26/2018	X			BATENIK	NIKKI BATES	500.00
72350338	12/26/2018	X			FERGUSON	Ferguson Enterprises Inc # 215	960.00
72350339	12/26/2018	X			WEIRKEA	KEANAN WEIR	1,000.00
72350340	12/26/2018	X			APPLEBUS	APPLE BUS COMPANY	49,672.25
72350341	12/26/2018	X			MIDCON	MID-CON MANAGEMENT-DST	960.00
72350342	12/26/2018	X			HIGENE	HI-GENE'S JANITORIAL	19,881.10
72350343	12/26/2018	X			AMAZON	AMAZON.COM	1,714.46
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# Coversheet

## HVH Financing Update

**Section:** III. December Financials  
**Item:** C. HVH Financing Update  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Term Sheet-Crossroads Charter Schools (1).pdf



January 25, 2019

**VIA EMAIL**

Crossroads Charter Schools  
1011 Central Street  
Kansas City, MO 64105  
c/o Dean Johnson, Executive Director

Dear Mr. Johnson,

This Summary of Terms and Conditions is intended as an outline only and is subject to formal loan approval by CrossFirst Bank and does not purport to summarize all the conditions, covenants, representations, warranties, and other provisions which will be contained in the final loan documentation.

**Borrower(s):** Crossroads Charter Schools  
Crossroads Real Estate Company, LLC  
Washington Street Management Company, LLC

**Amount:** \$2,192,000

**Guarantor(s):** None

**Purpose:** Refinance of commercial real estate construction loan

**Term:** 60 months

**Prepayment:** No pre-payment penalty

**Repayment:** Interest-only payments due quarterly

**Interest Rate:** 5.00% Fixed

**Fee(s):** No loan origination fee  
Borrowers will pay all third-party costs associated with the loan closing.

**Collateral:** First Deed of Trust on Crossroads Academy – Quality Hill facility located at 1080 Washington St, Kansas City, MO 64105





- Covenants:**
- Minimum \$500,000 in liquid assets (measured quarterly)
  - Negative year-over-year change in consolidated net assets <10.0% (measured annually via CPA audited financial statements)
  - Capital expenditures >\$500,000 to require prior bank approval
  - Borrowers required to maintain their primary operating deposit account(s) at CrossFirst Bank
- Other Terms:**
- Borrowers to provide annual CPA audited financial statements (unqualified opinion)
  - Borrowers to provide quarterly financial statements (YTD profit & loss, balance sheet)
  - Borrowers to provide annual report
  - Borrowers to provide annual tax form 990
  - Borrowers to provide annual pro-forma fundraising estimates

This document is a list of terms only and is subject to additional requirements & documents. In no way should this document be considered a commitment of any kind. This form should be considered confidential and not shown to any other financial institution unless written approval from CrossFirst Bank is obtained.

Dean, please don't hesitate to contact me directly at (816) 895-4609 or via email at [scott.rowe@crossfirstbank.com](mailto:scott.rowe@crossfirstbank.com) with any questions or comments.

Thank you again for the opportunity and we look forward to hearing from you soon!

Sincerely,

Scott Rowe  
Director of Business Banking & Owner  
CrossFirst Bank

# Coversheet

## Update Purchasing Policy

**Section:** IV. Operations  
**Item:** B. Update Purchasing Policy  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Updated Procurement Policy - January 2019.pdf

## **APPENDIX R**

### **Procurement**

Any procurement of goods or services provided for in the annual budget up to \$1,000 may be made by a member of the Crossroads Staff. Any procurement of goods or services provided for in the annual budget exceeding \$1,000, but less than \$10,000 shall be made by either the Executive Director, Chief Academic Officer, Chief Operating Officer or Principal. Any micro-purchases, or supplies or services which are up to \$10,000, shall be made without soliciting competitive quotations. Any small purchases, or simple and informal procurements for securing services, supplies or other property that cost between \$10,001 and \$249,999, shall be made by the Executive Director and price and rate quotations must be obtained from at least two (2) qualified sources. All purchases \$250,000 or more that are not otherwise provided in the annual budget shall require the release of a request for proposal (RFP) from not less than three (3) providers of such goods or services. Sole source or noncompetitive proposals may be used only when one or more of the following applies: The item is available only from a single source; the public emergency for the requirement will not permit a delay; the pass-through entity authorizes noncompetitive proposals in response to a written request; and/or after solicitation of a number of sources, competition is determined inadequate.

Proposals shall contain the anticipated price and type of goods or services to be provided and shall be approved by the Board prior to such procurement. The foregoing obligation to secure proposals for goods or services in excess of \$250,000 may be waived by the Board, at its sole discretion, if a provider of such goods or services previously contracted with Crossroads to provide the same goods or services within the one (1) year period immediately prior to the date upon which a request for proposal was to be made. All purchases shall be in the best interest of Crossroads, upon considering the totality of the circumstances surrounding the procurement, which may include but not be limited to, price, quality, availability, timelines, reputation, and prior dealings.

Crossroads shall not purchase any goods or services from any member of the Board, an immediate family member of any member of the Board or from any entity in which any member of the Board or an immediate family member of a Board member may benefit from such a procurement, unless authorized by the Board after a full disclosure of the conflict of interest or any potential conflict of interest and after the consideration set forth in Paragraph 1 above.

This policy applies to purchases made using non-federal funds. As a condition of the receipt of certain federal funds, federal procurement requirements still apply.

# Coversheet

## Braille Policy

**Section:** IV. Operations  
**Item:** D. Braille Policy  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** APPENDIX EEE - Braille Policy.pdf

## **APPENDIX EEE**

### **Braille Instruction**

Section 1. For the purpose of this section, student is defined as: any student who has a visual impairment that, even with correction, adversely affects the student's educational performance and who is determined eligible for special education services under the Individuals with Disabilities Act

Section 2. A student shall receive instruction in braille reading and writing as part of their individualized education plan unless the individual education program team determines, after an evaluation of a student's reading and writing media, including an evaluation of the student's future needs for instruction in braille or the use of braille, that instruction in braille or the use of braille is not appropriate.

Section 3. Instruction in braille reading and writing shall be sufficient to enable each student to communicate effectively and efficiently at a level commensurate with the student's sighted peers of comparable grade level and intellectual functioning.

Section 4. The student's individualized education plan shall specify:

- (a) How braille will be implemented as the primary mode for learning through integration with normal classroom activities. If braille will not be provided to a child who is blind, the reason for not incorporating it in the individualized education plan shall be documented;
- (b) The date on which braille instruction will commence;
- (c) The level of competency in braille reading and writing to be achieved by the end of the period covered by the individualized education plan; and

The duration of each session.

# Coversheet

## Kansas City Pre-K Sales Tax

**Section:** V. Educational Excellence  
**Item:** B. Kansas City Pre-K Sales Tax  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Pre-K Tax Endorsement.pdf

Crossroads Charter Schools Support Statement  
Mayor James's Pre-K Tax Proposal

In the City of Kansas City, Mo. only a fraction of the City's preschoolers attend a quality preschool. Mayor Sly James has proposed a 3/8ths of a cent sales tax that would fix that by raising \$30 million a year for expanded access. Under this proposal, a five-member tax board would be created to oversee the program. All children in Kansas City, Mo. would be eligible, although low and middle-income families would be the primary beneficiaries through tuition discounts.

Because we know it is almost universally accepted that investing in high-quality early childhood education pays tremendous dividends to society as students grow and achieve a higher quality of life outcomes and make greater contributions to the local economy; **we, the board of Crossroads Charter Schools publicly supports and endorses Kansas City Mayor, Sly James's pre-K tax proposal.**

Presented to the board of Crossroads Charter Schools on Monday, January 28, 2019.

# Coversheet

## Charter School Pre-K Collaborative

**Section:** V. Educational Excellence  
**Item:** C. Charter School Pre-K Collaborative  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Crossroads - PreK Collaborative - LOI.pdf





## Crossroads Charter Schools

January 7, 2019

Dear Ms. Miller,

On behalf of Crossroads Charter Schools, please accept this letter as our Letter of Intent to participate as a founding member of the Kansas City Pre-K Cooperative. We are strong supporters of early childhood education, and of ensuring that all students are kindergarten-ready when they are in fact beginning their kindergarten education. We also know that many of our kindergarten students – and especially those students whose families have limited economic means – are not fully prepared for success at the onset of their formal K-12 education. By participating in this cooperative, we hope to mitigate this disadvantage for our students.

As per the guidelines of the RFP, I would like to share the following information:

- Organization's Legal Name: Crossroads Charter Schools
- Address: 1011 Central Street, Kansas City, MO 64105
- Primary Point Person: Dean Johnson, Executive Director
- ZIP Codes our Students Call Home: 64110, 64108, 64109, 64111, 64123, 64106, 64124, 64130, 64127, 64114, 64128, 64113, 64126, 64131, 64105, 64132, 64129, 64112, 64030, 64119, 64104 and 64133.
- Mission: We prepare and inspire students to build a better tomorrow by providing an academically rigorous K-12 education in a creative, collaborative, community-focused environment.
- Vision: Crossroads Charter Schools' vision is to be the premier school system in Kansas City and a destination for other educators seeking inspiration and best practices. Graduates of Crossroads Charter Schools will be scholarly, culturally literate and service-oriented individuals who will pursue their dreams relentlessly and have a positive impact on their family, their community and the world.
- Core Values:
  - High Expectations: We believe our students and teachers are capable of great things and inspire them to actively seek knowledge and understanding, think independently, reason critically and embrace challenges.
  - Educational Equity: Our welcoming school culture is sought out by families of all racial, ethnic and socioeconomic backgrounds, and we are committed to ensuring that every student succeeds.

1011 Central St., Kansas City, MO 64105    T: (816) 221-2600    W: [crossroadsschoolskc.org](http://crossroadsschoolskc.org)



## Crossroads Charter Schools

- Authentic Learning: Our teachers work tirelessly to ensure that learning comes to life for students at Crossroads Schools.
- Creative Culture: Every member of the Crossroads community is a learner and creator.
- Grade Levels Currently Served: K-10, will grow to K-12 by 2021.
- Crossroads does not currently operate a pre-K program.
- 2018-19 Enrollment: 798
- 2019-20 Anticipated Enrollment: 900
- Approximate percentage of students eligible for FRL through direct certification: 23%
- Estimated number of PK state aid reimbursement slots for which school is eligible: 19
- Number of PK state aid reimbursement slots Crossroads will commit to cooperative: 19
- Progress towards meetings the goals named in Crossroads performance contract with UCM:
  - State Assessments: Crossroads Charter Schools significantly outperformed KCPS on the three comparable areas: ELA (63.6% of students Advanced or Proficient), Math (41.9% of students Advanced or Proficient) and Science (50.7% of students Advanced or Proficient)
  - Internal Assessments: On NWEA Reading 67% of students generated one or more years growth per each year of instruction. On NWEA Math 61% of students generated one or more years growth per each year of instruction.
  - Attendance Targets: ADA for Crossroads Charter Schools in 2017-2018 was 94.7%. Proportional ADA was 89.2%
  - 2017 APR – 87.1%
- Financial Information: Attached please find our board approved audit for the year ending June 30, 2018. Also, please find attached our most recent monthly financial report indicating a projected FY19 year-end fund balance of approximately 8.3% and projected cash-on-hand of 30 days.

Thank you for your leadership in coordinating the Kansas City Pre-K Cooperative. This is an exciting time and opportunity for Kansas City, and for our charter schools to take a significant step forward in achieving our missions.

Kind regards,

Dean Johnson

Executive Director

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