



Crossroads Charter Schools

February Town Hall Board Meeting

Date and Time

Monday February 25, 2019 at 5:30 PM CST

Location

816 Broadway Boulevard, Kansas City, MO 64105

Agenda

I. Opening Items

Opening Items

- A.** Record Attendance and Guests
- B.** Call the Meeting to Order

II. Educational Excellence

- A.** Pre-K for KC Program
- B.** Amending Crossroads Charter Schools charter to include Pre-K
- C.** Draft Energy Services Companies RFQ
- D.** Funding Equity
- E.** 6th Grade Center Update

F. CPA Updates

G. 2019-2020 School Calendar

H. FY 19-20 Staff Plan

I. Draft Summer School MOU with Upper Room and Operation Breakthrough

J. Q and A

III. Operations

Governance

A. Approve Minutes

Approve minutes for January Board Meeting on January 28, 2019

IV. January Financials

Advisory

A. January Financial Report

B. January Check Register

V. Closing Items

A. Adjourn Meeting

Coversheet

Pre-K for KC Program

Section: II. Educational Excellence
Item: A. Pre-K for KC Program
Purpose: FYI
Submitted by:
Related Material: PreKC_powerpoint_Crossroads.2.25.19.pdf



FOR A GREATER KANSAS CITY

Building Kansas City's
Workforce of
Tomorrow through
**Kindergarten
Readiness**



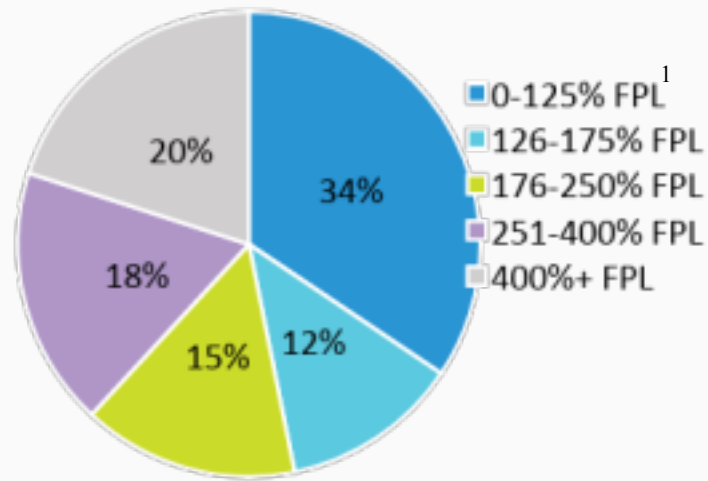
1 in 3 KC kids starts kindergarten behind.



The Need: Not enough KCMO children have access to quality pre-K

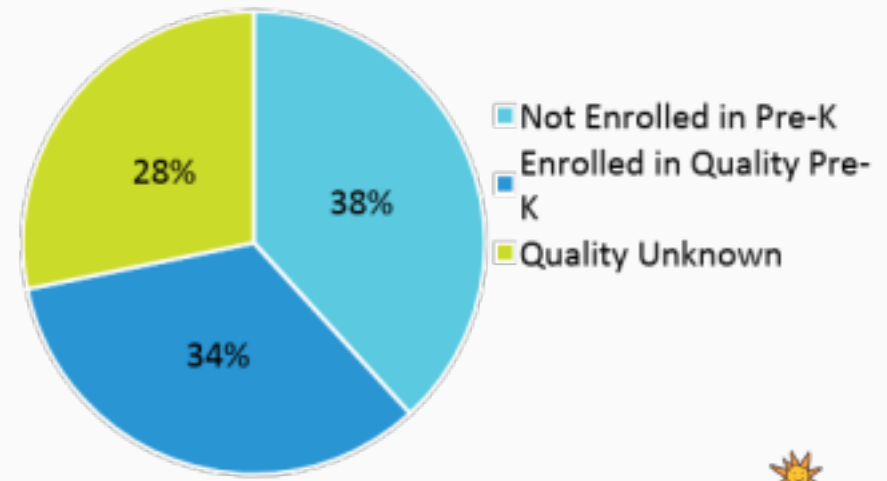
34% of Kansas City 4-year-olds live in poverty, and 34% are enrolled in quality pre-K.

KCMO 4-Year-Olds By Income



Source: 2016 U.S. Census American Community Survey

Current KCMO Pre-k Enrollment



Source: Missouri Department of Elementary and Secondary Education / Child Care Aware

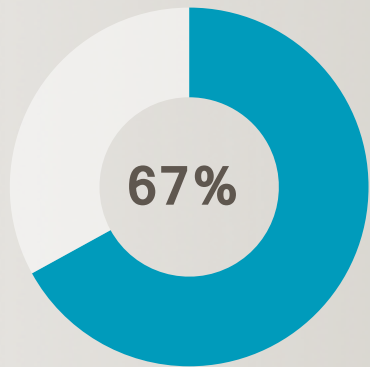


1. Federal Poverty Level

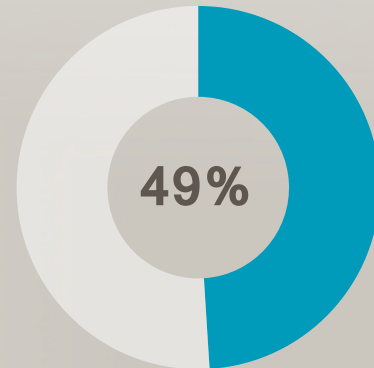
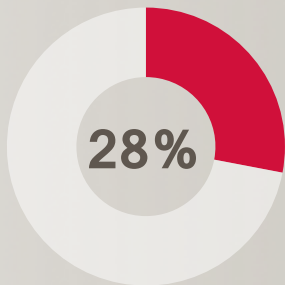
MAJOR FINDINGS:

High/Scope Perry Preschool Study

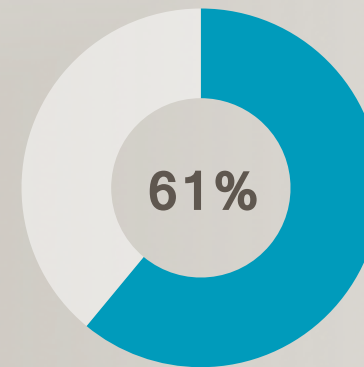
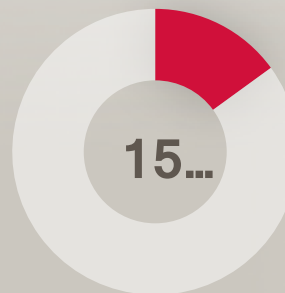
Program Group Compared to No-Program Group 1965-2005



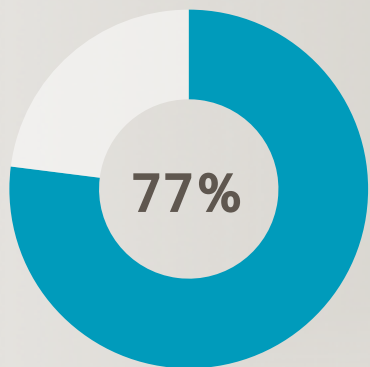
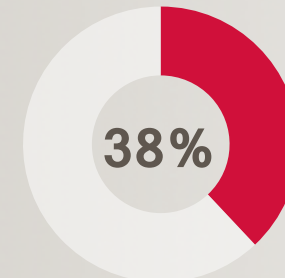
IQ 90+ at 5 (1970)



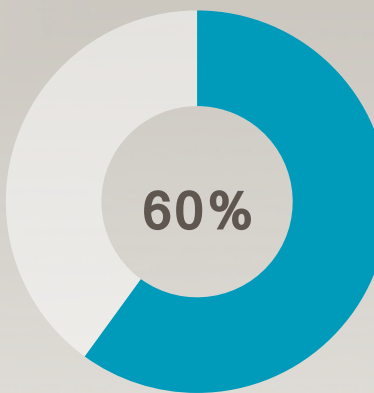
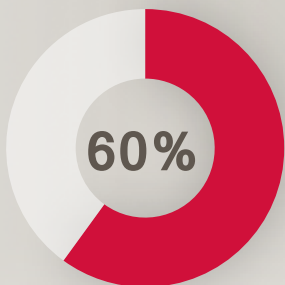
Basic Achievement at 14 (1979)



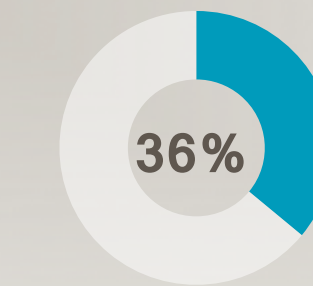
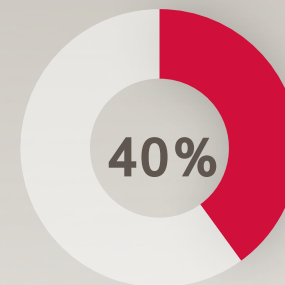
Homework at 15 (1980)



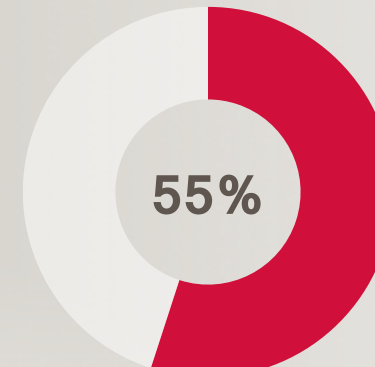
Graduated High School (1983)



Earned \$20K+ at 40 (2005)



Arrested 5+ times by 40 (2005)

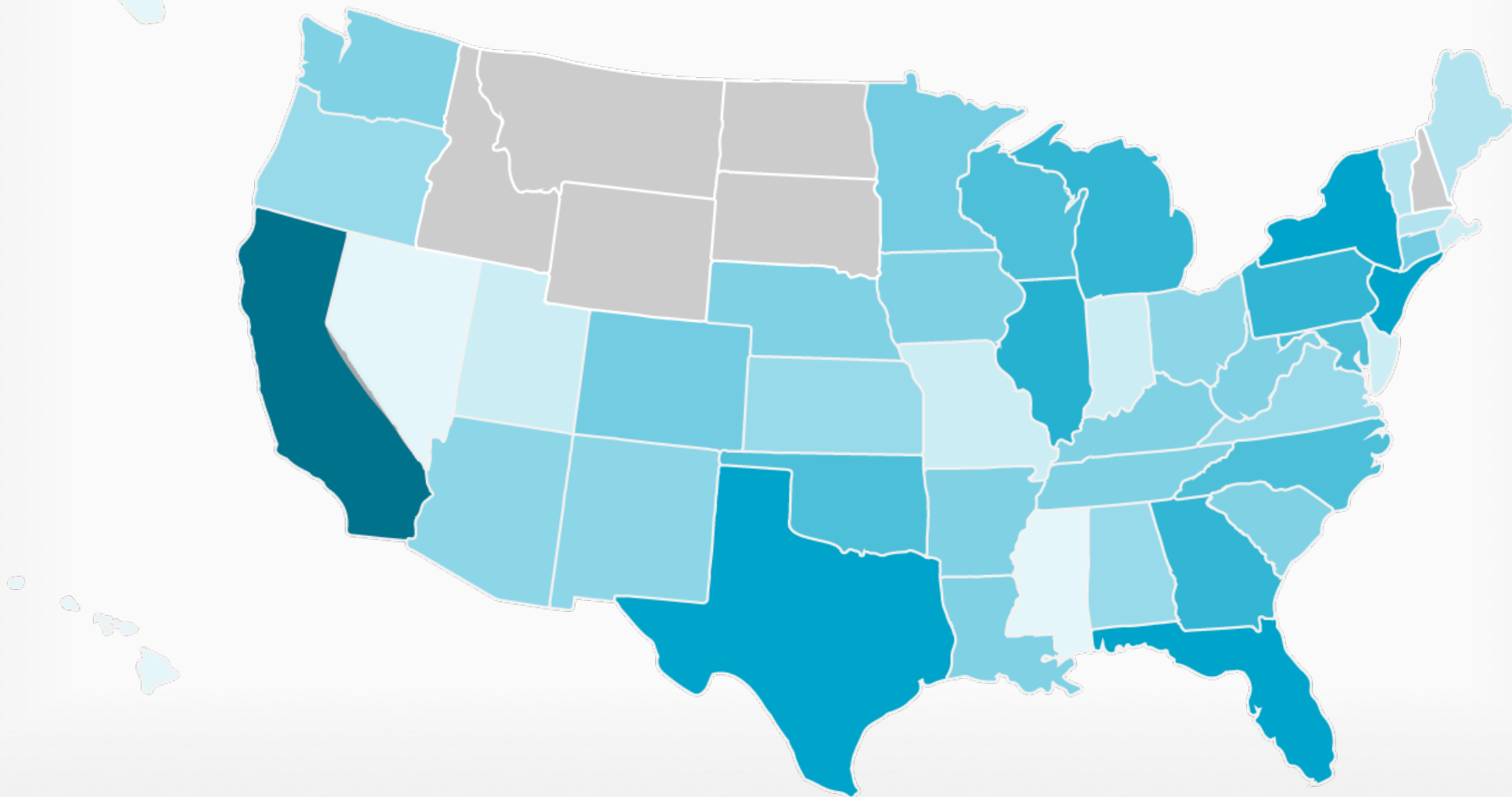
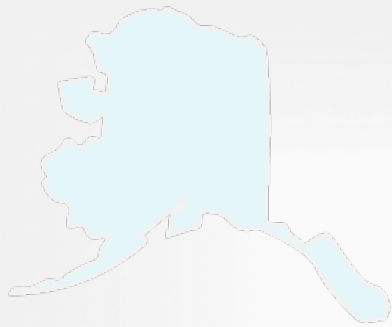


High/Scope Perry Preschool Program

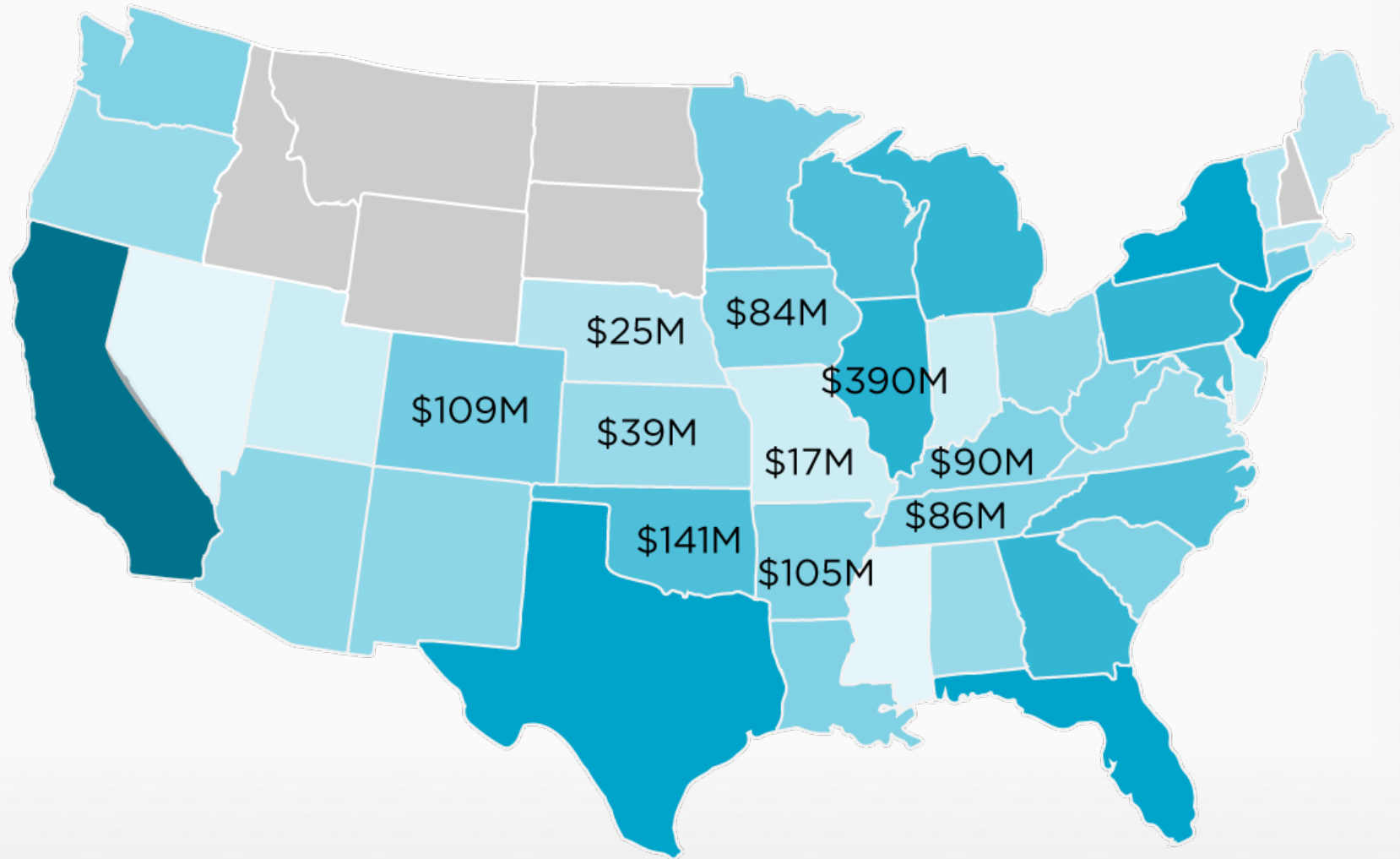
PUBLIC COSTS AND BENEFITS



STATES WITH PUBLICLY FUNDED EARLY CHILDHOOD EDUCATION

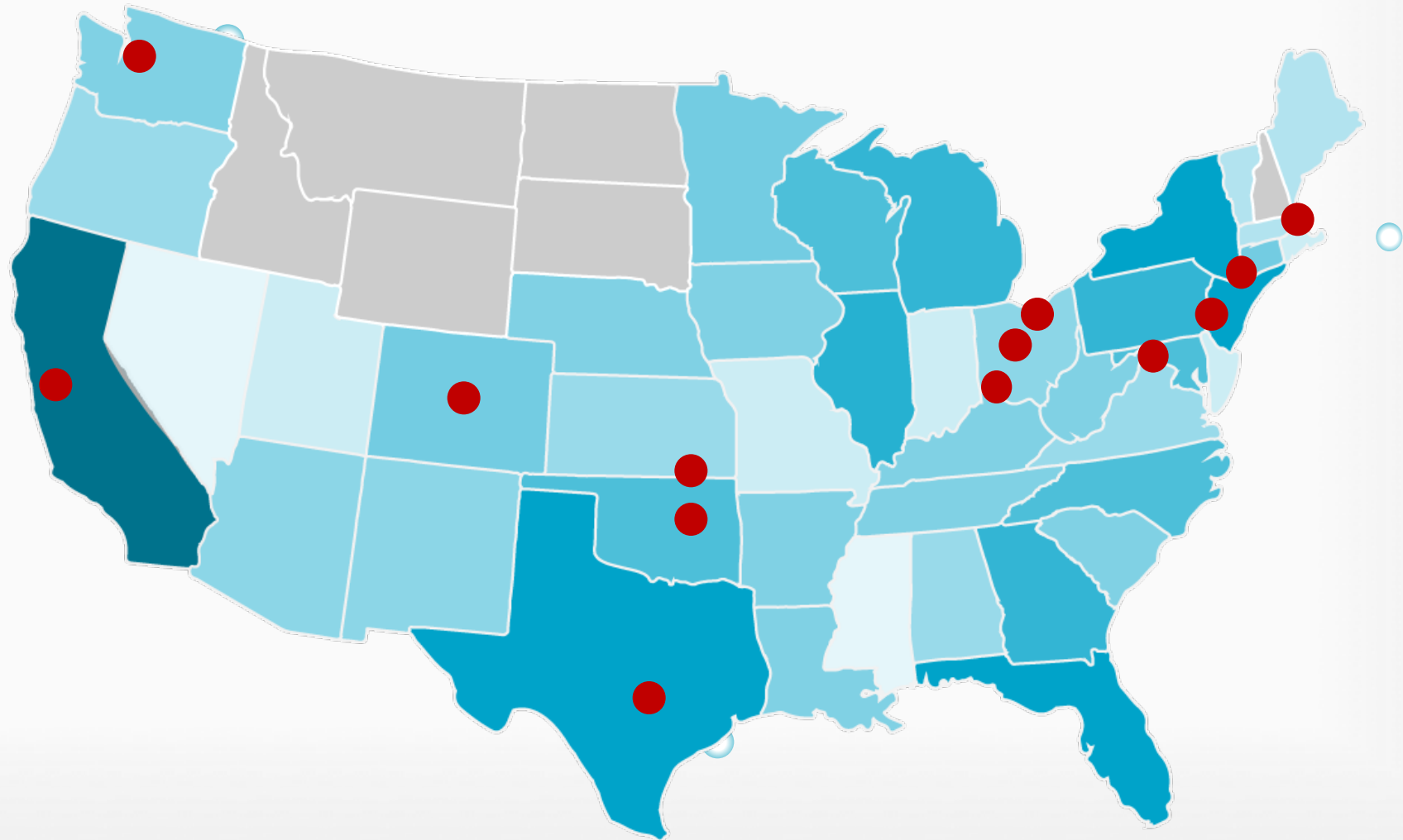


STATES WITH PUBLICLY FUNDED EARLY CHILDHOOD EDUCATION





CITIES WITH PUBLICLY FUNDED EARLY CHILDHOOD EDUCATION



Half the nation's 40 largest cities now have locally funded Pre-K.

- Albuquerque
- Austin
- Boston
- Chicago
- Columbus
- Dallas
- Denver
- Fort Worth
- Houston
- Indianapolis
- Nashville
- New York
- Philadelphia
- Portland
- San Antonio
- San Diego
- San Francisco
- Seattle
- Virginia Beach
- Washington, D.C.



[Why Vote Yes](#) [FAQ](#) [Ballot Language](#) [Endorsements](#) [Downloads](#) [Donate](#)

[Read the Kansas City Pre-K plan. Click here \(PDF\).](#)



"When I took office in 2011 only 33% of Kansas City third graders could read at the appropriate grade level. Today it's up to 55%, which is better, but still behind the state average of 62%.

"This is an urgent problem for us because research tells us that third grade reading proficiency is a predictor for success later in life. Kids who can't read at a third grade level by the third grade usually end up slowly slipping through the cracks.

**JOIN THE
#PREKFORKC
TEAM!**

DONATE

**WE ARE ON
FACEBOOK!**

**FOLLOW US ON
TWITTER**

"I'm not going to leave office without doing something about it." Powered by BoardOnTrack

Vision

High-quality, affordable pre-K is available to all KCMO children

Mission

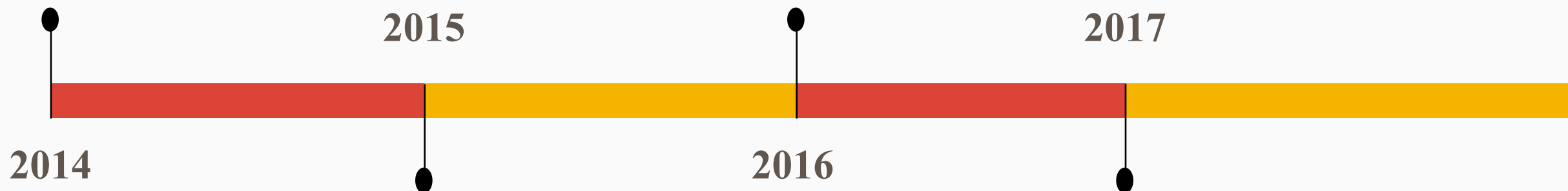
Assist families with the cost of high-quality pre-K and invest in pre-K providers to increase system-wide capacity and quality



The Build up

- NLC Early Learning Nation TA (4 yrs)
- KCPS Early Learning Commission
- Talk Read Play Conference
- Early Learning Funders Collaborative
- Chamber Big 5
- Center Made Smart
- Hickman Mills Universal pre-K

- NLC Early Learning Workforce TA (2 yrs)
- Promise 1000
- Children's Services Tax



- Visit Denver Preschool Program
- Raising of America Documentary
- KC pre-K Landscape Study
- Dolly Parton Imagination Library

- Early Learning Program Profile
- Kindergarten Readiness Assessment
- Cost of Quality Study
- Harvard Study on KC Preschool Deserts
- Early Learning Hub



The Statute 67.1305

- At least 20% of revenue generated used for long-term development (bricks & mortar or capital projects)
- City must establish a tax board consisting of 5 members:
 - 1 member appointed by school districts within area funded by sales tax. Appointed in any manner agreed upon by affected districts.
 - 3 members appointed by chief elected office of the city (Mayor) with consent of majority of governing body of city (City Council).
 - 1 member appointed by governing body of county in which city is located.
- Tax board votes on plans & makes recommendation to City Council which has final determination on use of funds received from the tax.



Tax funds will expand access to high-quality pre-K for all KCMO children

The pre-K program will provide high-quality affordable pre-k to all KCMO children by assisting families with the cost of high quality pre-k and investing in pre-k programs to increase system-wide capacity and quality



Tuition Discounts

Cover tuition for eligible students



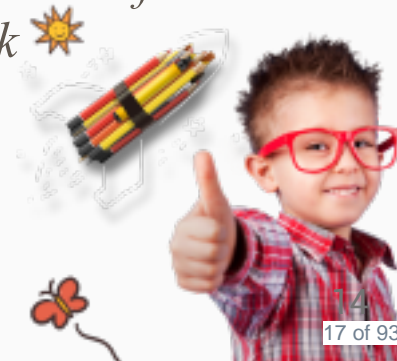
Quality Improvement

Investments in improving pre-k programs, classroom and teacher quality



Capacity Building

Increase available slots for high-quality pre-k



Child Eligibility

- Family/Guardian of child must live within KCMO boundaries.
- Child must be at least age 4 before August 1st AND planning to enter kindergarten the following year.
- Children only eligible to participate one year.
- Family must meet FPL requirements.



Provider Eligibility

- Has current license or licensed exempt in good standing with the state
- Currently offers pre-K
- Resides within KCMO (exception for school districts partly in KCMO)
- Agrees to participate Early Learning Program Profile (ELPP) quality review & support



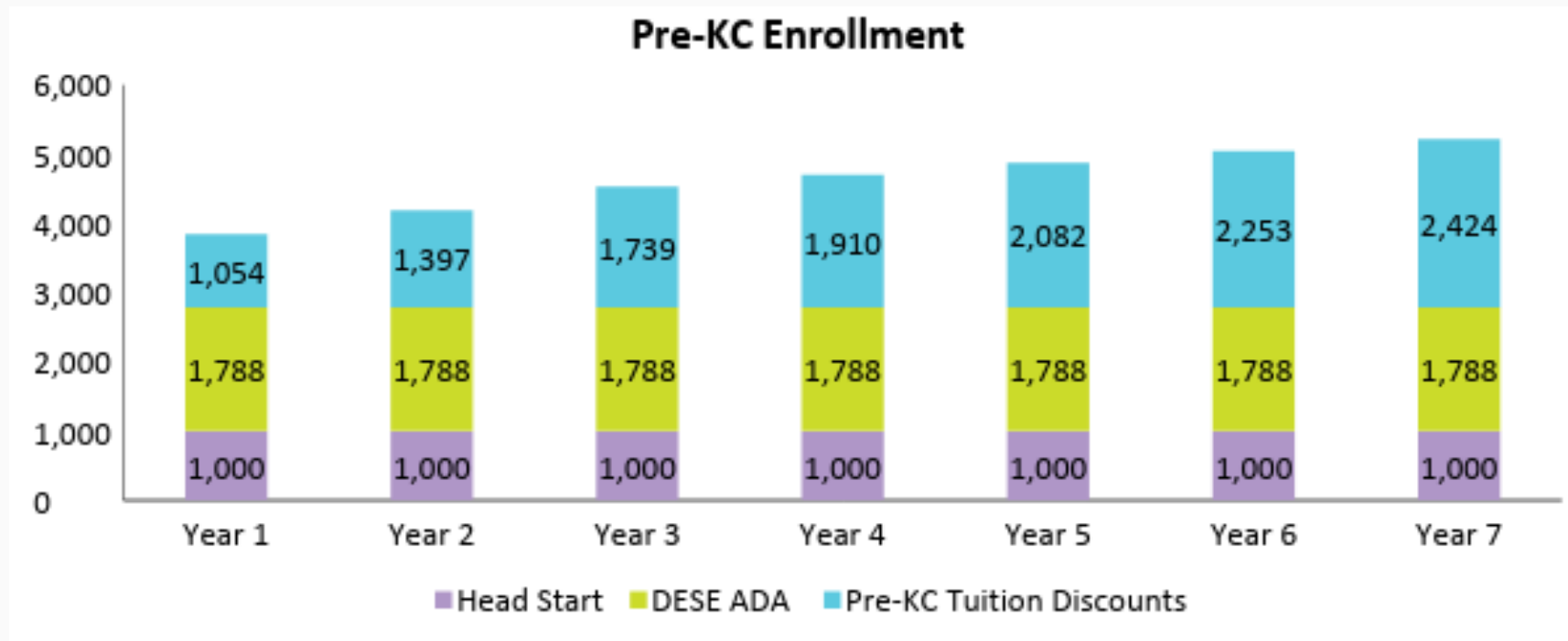
Tuition Discounts

- Income determines tuition discount amount.
- Tuition Discount is on a sliding scale, based on household size, parent/guardian income, and quality of pre-K provider chosen.
- Tuition Discount is paid directly to the pre-K provider the child attends.



Access to high-quality pre-K for all by leveraging state & federal pre-K dollars

Local pre-K tax can provide tuition discounts to over 5,000 children/year by Year 5



Income Eligibility Requirements:

- 1) Local pre-K is less than 400% of the Federal Poverty Level (\$100,400/year for a family of 4)
- 2) State Education Formula Funding (DESE ADA) is 185 % or below Federal Poverty Level (\$46,435/year for family of 4)
- 3) Federal Head Start is 125% or below Federal Poverty Level (\$24,600/year for family of 4)
- 4) Neither federal or state funds fully cover the cost to operate pre-K at the highest quality level (Advanced).
Local pre-K funds will supplement.



Tax Distribution

Phase 1-Yrs 0-2

Build up quality in system through targeted investment in provider capacity



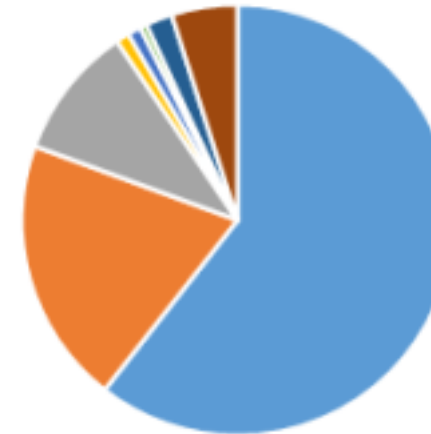
Phase 2: Yrs 3-5

Ramp up investment in access through increased subsidized slots and facilities investment



Phase 3: Yrs 6-10

Maintain quality and shift majority of funds towards tuition discounts



- Tuition Discounts
- Facilities Fund
- Quality Improvement
- Outreach & Marketing
- Enrollment Services
- Evaluation
- Administration
- Reserve Fund



Coversheet

Amending Crossroads Charter Schools charter to include Pre-K

Section: II. Educational Excellence
Item: B. Amending Crossroads Charter Schools charter to include Pre-K
Purpose: Vote
Submitted by:
Related Material: Amendment to Charter - Pre-K .pdf



Crossroads Charter Schools

Crossroads Charter Schools Charter Amendment for Pre-K

Crossroads Charter Schools understands the importance of early childhood education and seeks to offer Pre-K education. The Crossroads Charter Schools Board of Directors requests that its charter be amended by the University of Central Missouri Board of Governors to offer Pre-K through 12th Grade starting in the 2019-2020 school year.

Presented to the Crossroads Charter Schools Board of Directors on Monday, February 25, 2019.

Coversheet

Draft Energy Services Companies RFQ

Section: II. Educational Excellence
Item: C. Draft Energy Services Companies RFQ
Purpose: Vote
Submitted by:
Related Material: Energy Services Companies Presentations.pdf
Crossroads Charter Schools RFQ For ESCO Services - 2019 (3).pdf

OPTIMIZE | Crossroads Charter Schools



Crossroads Charter Schools

CROSSROADS ACADEMY

entegrity
energy.integrity.

OPTIMIZING BUILDING PERFORMANCE

ENTEGRITY ABOUT US



Entegriy is a sustainability and energy services company specializing in the implementation of energy conservation and renewable energy projects. Entegriy is uniquely qualified to deliver innovative and sustainable solutions to **OPTIMIZE BUILDING PERFORMANCE**.

Our Services

- e Energy Savings Performance Contracting
- e Commissioning
- e Energy Modeling
- e Building Testing
- e Lighting Solutions
- e Renewable Energy
- e Water Conservation
- e Sustainability Consulting



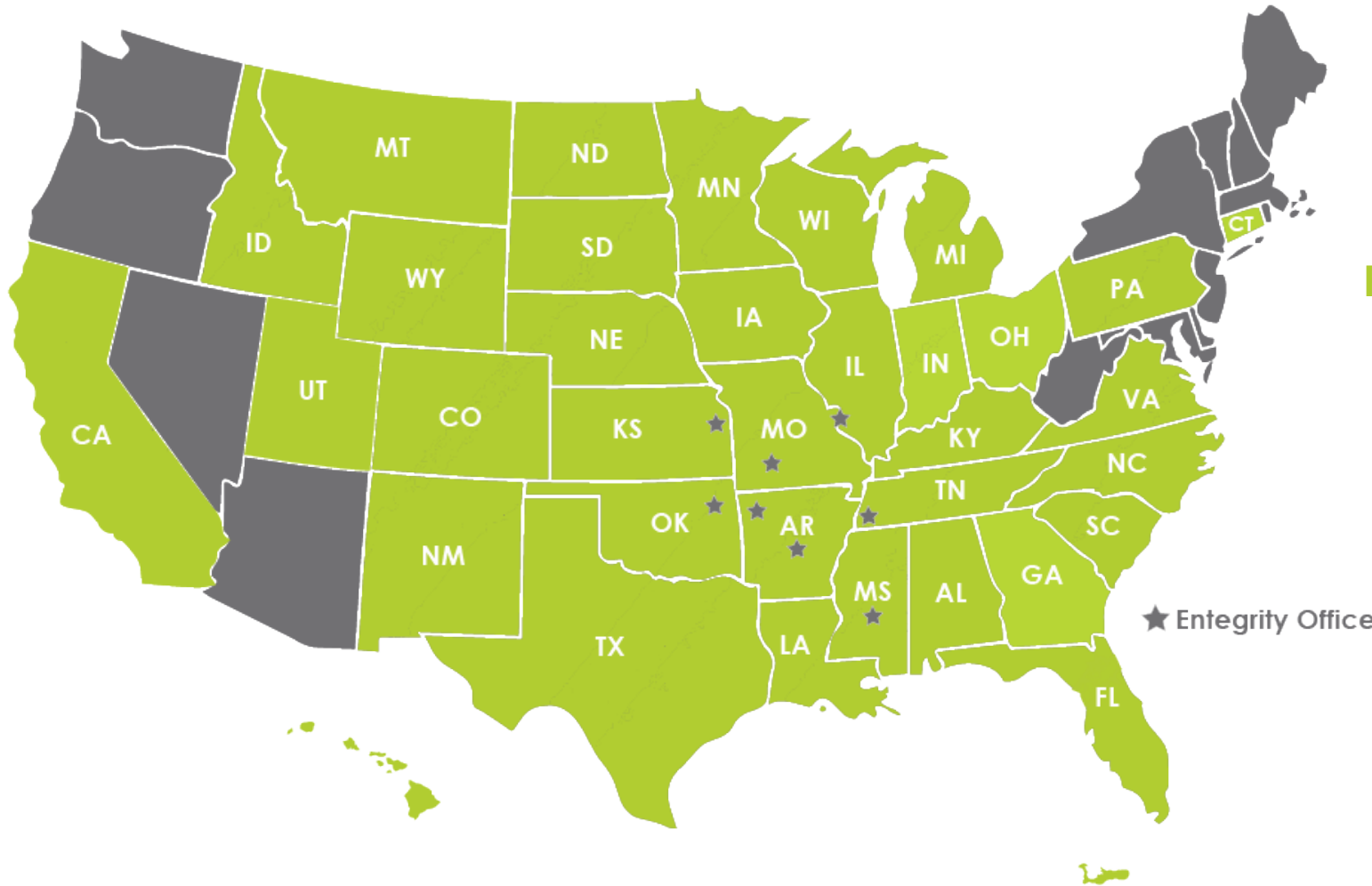
GEOGRAPHICAL PRESENCE

30+

Entegrity has completed projects in more than 30 States and the Cayman Islands.

8

Entegrity has a total of 8 offices across the country.



REGIONAL OFFICES

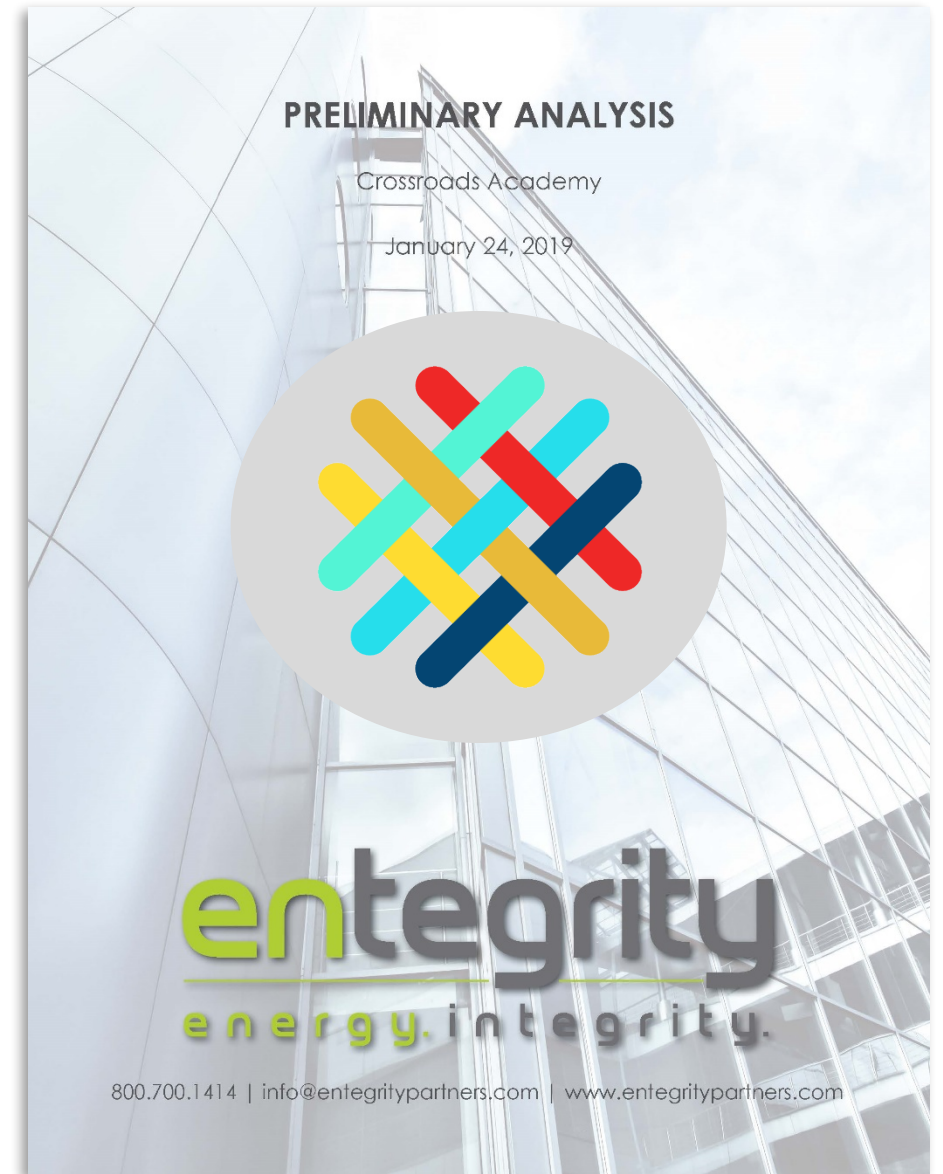
- Fayetteville, AR
- Little Rock, AR
- Springfield, MO
- St. Louis, MO
- Tulsa, OK
- Kansas City, KS
- Memphis, TN
- Jackson, MS



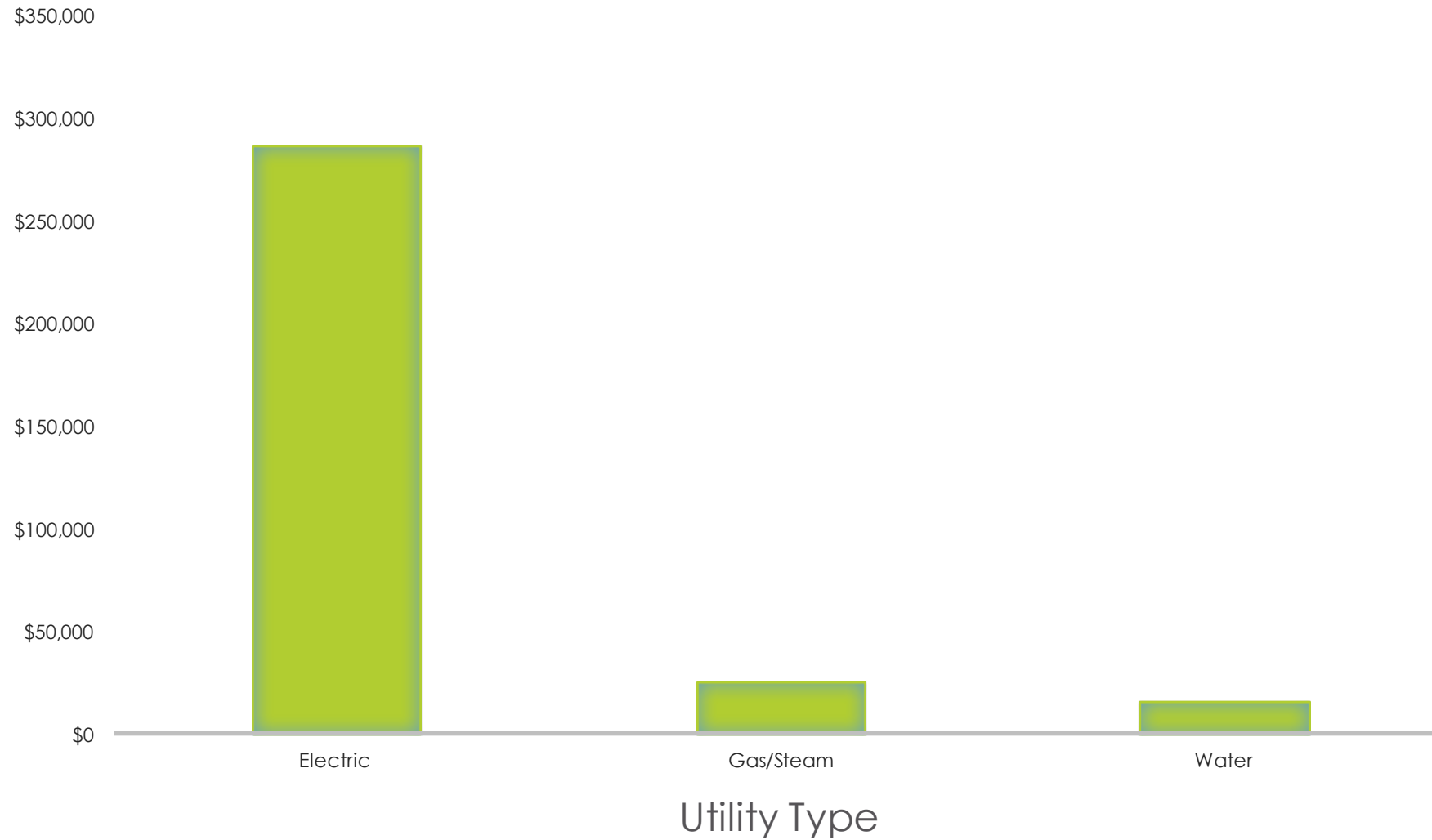
- ④ Overview of Feasibility Study
- ④ Next Steps
- ④ Questions & Discussion

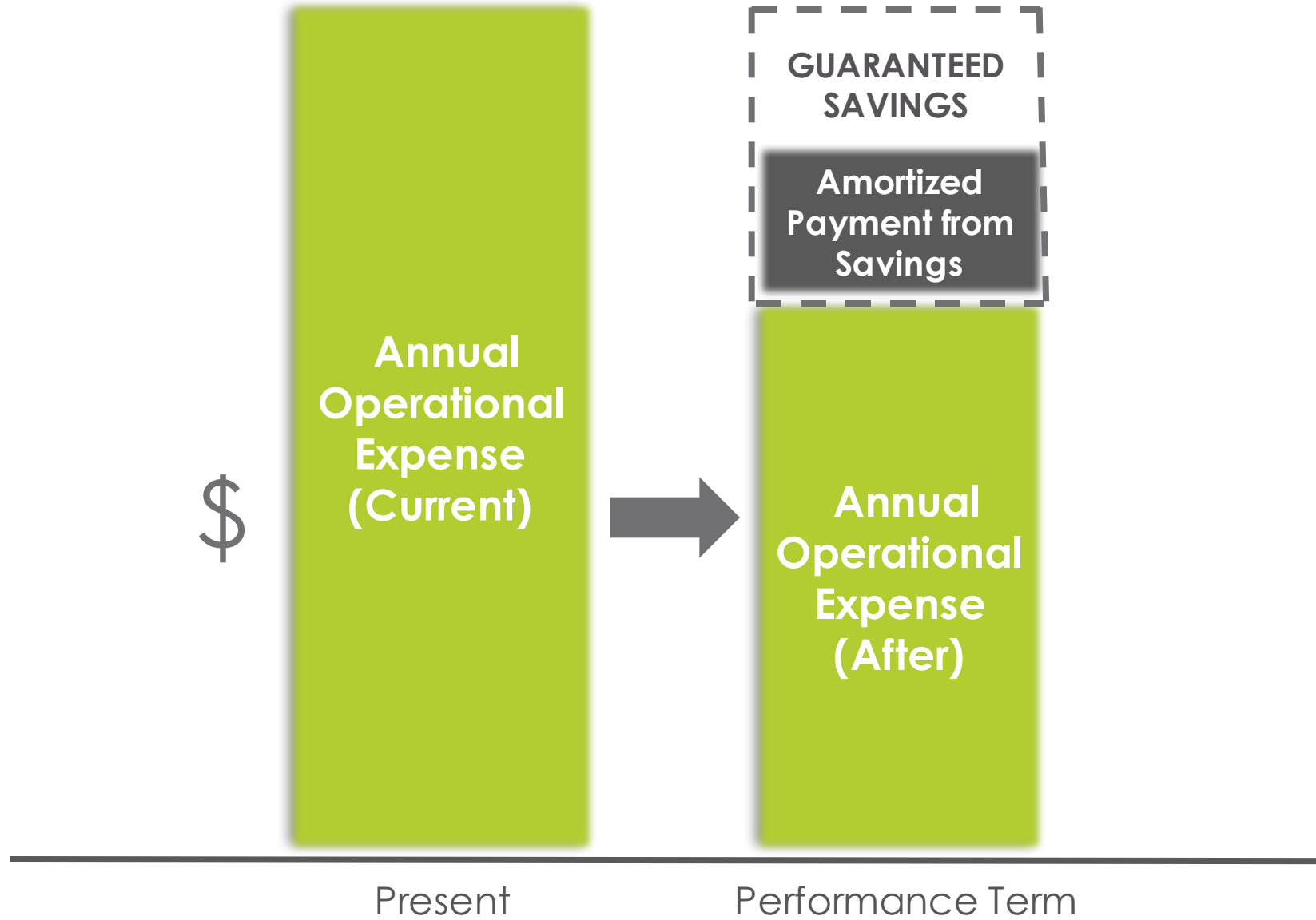
What is the Preliminary Analysis Report?

- Not an Investment Grade Audit (IGA)
- Estimate based on utility expense data & site conditions
- Provides good idea of savings potential & candidate Facility Improvement Measures (FIMs) across the District
- Additional benefits & next steps outlined in report



Current District Annual Energy Costs





ECONOMIC ILLUSTRATION

- ④ **Example illustration** without Capital Cost Considerations
- ④ \$2.18M improvements
- ④ Saves \$153k (energy & operational) in Y1
- ④ Nets \$630K+ over 20 years
- ④ Estimated \$282,000 in rebates

ESTIMATED SAVINGS				FINANCIAL PERFORMANCE		
YEAR	MEASURED SAVINGS (\$):	NON-MEASURED SAVINGS (\$):	ANNUAL SAVINGS (\$):	ANNUAL DEBT SERVICE (\$):	CASH FLOW (\$):	CUMULATIVE BALANCE (\$):
0	43,667	289,333	333,000	0	333,000	333,000
1	131,000	22,000	153,000	190,411	-37,411	295,589
2	134,930	22,660	157,590	190,411	-32,821	262,768
3	138,978	23,340	162,318	190,411	-28,093	234,674
4	143,147	24,040	167,187	190,411	-23,224	211,451
5	147,442	24,761	172,203	190,411	-18,208	193,242
6	151,865	25,504	177,369	190,411	-13,042	180,200
7	156,421	26,269	182,690	190,411	-7,721	172,479
8	161,113	27,057	188,171	190,411	-2,240	170,239
9	165,947	27,869	193,816	190,411	3,405	173,644
10	170,925	28,705	199,630	190,411	9,219	182,863
11	176,053	29,566	205,619	190,411	15,208	198,071
12	181,335	30,453	211,788	190,411	21,377	219,448
13	186,775	31,367	218,141	190,411	27,730	247,178
14	192,378	32,308	224,686	190,411	34,275	281,453
15	198,149	33,277	231,426	190,411	41,015	322,468
16	204,094	34,275	238,369	190,411	47,958	370,426
17	210,217	35,304	245,520	190,411	55,109	425,535
18	216,523	36,363	252,886	190,411	62,475	488,009
19	223,019	37,454	260,472	190,411	70,061	558,070
20	229,709	38,577	268,286	190,411	77,875	635,946
TOTAL:	3,563,686	880,482	4,444,167	3,808,221	635,946	

ECONOMIC ILLUSTRATION

- ④ **Example illustration** with Capital Cost Considerations
- ④ \$2.18M improvements
- ④ Saves \$153k (energy & operational) in Y1
- ④ Nets \$1.3M+ over 20 years
- ④ Estimated \$282,000 in rebates

ESTIMATED SAVINGS				FINANCIAL PERFORMANCE		
YEAR	MEASURED SAVINGS (\$):	NON-MEASURED SAVINGS (\$):	ANNUAL SAVINGS (\$):	ANNUAL DEBT SERVICE (\$):	CASH FLOW (\$):	CUMULATIVE BALANCE (\$):
0	43,667	289,333	333,000	0	333,000	333,000
1	131,000	222,000	353,000	190,411	162,589	495,589
2	134,930	172,660	307,590	190,411	117,179	612,768
3	138,978	23,340	162,318	190,411	-28,093	584,674
4	143,147	259,040	402,187	190,411	211,776	796,451
5	147,442	124,761	272,203	190,411	81,792	878,242
6	151,865	25,504	177,369	190,411	-13,042	865,200
7	156,421	26,269	182,690	190,411	-7,721	857,479
8	161,113	27,057	188,171	190,411	-2,240	855,239
9	165,947	27,869	193,816	190,411	3,405	858,644
10	170,925	28,705	199,630	190,411	9,219	867,863
11	176,053	29,566	205,619	190,411	15,208	883,071
12	181,335	30,453	211,788	190,411	21,377	904,448
13	186,775	31,367	218,141	190,411	27,730	932,178
14	192,378	32,308	224,686	190,411	34,275	966,453
15	198,149	33,277	231,426	190,411	41,015	1,007,468
16	204,094	34,275	238,369	190,411	47,958	1,055,426
17	210,217	35,304	245,520	190,411	55,109	1,110,535
18	216,523	36,363	252,886	190,411	62,475	1,173,009
19	223,019	37,454	260,472	190,411	70,061	1,243,070
20	229,709	38,577	268,286	190,411	77,875	1,320,946
TOTAL:	3,563,686	1,565,482	5,129,167	3,808,221	1,320,946	



entegrity
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info@entegritypartners.com | www.entegritypartners.com

**Crossroads Charter Schools
1011 Central St
Kansas City, MO 64105**

**Request for Qualifications
Per Revised Missouri Statute Section 8.231**

From

Energy Service Companies

For

Guaranteed Savings Performance Contracting Services

Issue Date: March 1, 2019

Due Date: March 20, 2019

The objective of this Request for Qualifications is to solicit proposals for Performance Contracting services to assist Crossroads Charter Schools in upgrading existing infrastructure while becoming as energy and operationally efficient as possible. Crossroads Charter Schools is interested in contracting turnkey services from one (1) qualified Energy Savings Company ("ESCO") under a guaranteed energy savings performance contracting arrangement.

Crossroads Charter Schools intends to select the most qualified ESCO to perform the services in accordance with Missouri statutes. The objective of the issuance of this RFQ is to solicit statements of qualifications from ESCOs that have the experience, capability, and proven track record to provide guaranteed efficiency upgrades to Crossroads Charter Schools facilities and infrastructure.

Crossroads Charter Schools intends to select an ESCO to provide comprehensive services that will include, but are not limited to:

1. Completion of an Investment Grade Audit (IGA) of each of Crossroads Charter Schools' facilities and infrastructure to identify a comprehensive set of efficiency improvements to reduce and control utility expenses, reduce operational costs, improve overall comfort and improve system efficiencies.
2. Guaranteed maximum price and guaranteed level of savings for the efficiency measures identified and recommended for implementation.
3. Development and execution of a Guaranteed Savings Performance Contract to implement the efficiency project, whereby the level of savings guaranteed by the ESCO are equal to, or exceed, the cost of the project over an agreed upon term; including a measurement and verification plan to verify the performance of the implemented efficiency measures, periodic reporting and annual reconciliation of the savings achieved from the efficiency project.
4. ESCO's assistance to Crossroads Charter Schools in obtaining competitive financing for the efficiency project.
5. Identification and administration of any incentives, grants, or rebates that may be obtained in order to offset the cost of Crossroads Charter Schools' efficiency project.

Qualified ESCOs interested in providing the requested services must respond with a written proposal. Crossroads Charter Schools' selection of an ESCO to provide these services will be made in accordance with the policies and administrative directive of Crossroads Charter Schools and applicable statutory provisions. An ESCO's failure to furnish all information requested in the RFQ may disqualify the firm from consideration. Responses must be received by 12:00 pm on **March 20, 2019**, after which time and date they will no longer be accepted by Crossroads Charter Schools. Submissions made after this date and time will not be considered. Responses must be mailed or delivered to:

Crossroads Charter Schools
ATTENTION: Mr. Dean Johnson, Executive Director
1011 Central St

Kansas City, MO 64105

It is the sole responsibility of the responding firm to ensure their RFQ is received by Crossroads Charter Schools on or before the due date and time.

This solicitation does not commit Crossroads Charter Schools to award a contract, to pay any costs incurred in the preparation of a proposal, or to procure or contract for the articles of goods or services. Crossroads Charter Schools reserves the right to accept or reject any or all proposals received as a result of this request, or to cancel in part or in its entirety this proposal if it is in the best interest of Crossroads Charter Schools.

SECTION 1 – General Information

A. Purpose. This Request for Qualifications (RFQ), requests proposals from Energy Services Companies (ESCOs) for Guaranteed Savings Performance Contracting services. Crossroads Charter Schools shall evaluate all responses and may select one ESCO to develop, implement, and guarantee the performance of a package of cost-reducing efficiency measures for Crossroads Charter Schools facilities and infrastructure. The efficiencies generated from such measures will be utilized to provide the basis for funding the project. Timely implementation of this project is of the essence.

B. Performance Contract. For the purposes of this document, "Performance Contract" means a contract that provides for the procurement and implementation of turnkey energy efficiency services and equipment upgrades for Crossroads Charter Schools in which the payment obligation for such service is guaranteed by the ESCO to be equal to or less than the energy and operational cost reductions attributable to the measures implemented under the contract over an agreed upon term. The contract term will not exceed 15 years in accordance with Missouri Statute 8.231.

C. Savings Guarantee. The selected ESCO shall provide a written savings guarantee in accordance with RSMo § 8.231 (d). The total project costs, including but not limited to equipment cost, installation expenses, financing costs, service costs, and any other project-related costs, shall be fully covered by the project's efficiency savings. The performance of the installed measures shall be monitored and measured regularly and reconciled on an annual basis by the ESCO, commencing one year from the date of completion of installation of the efficiency measures. In the event the actual efficiency savings are less than the guaranteed savings, the ESCO shall provide cash reconciliation of the difference, or with the written consent of Crossroads Charter Schools, provide the equivalence in additional improvements or services.

D. Scope of Work. The final scope of work will be determined jointly by Crossroads Charter Schools and the ESCO based on the results of the Investment Grade Audit ("IGA"). It is the intent of Crossroads Charter Schools to take advantage of the ESCO's experience and expertise to identify and recommend the best possible comprehensive package of efficiency measures and services.

E. Eligible Respondents. Only firms that are qualified to implement energy performance contracting projects shall be considered. Preference will be given to ESCOs which have been prequalified by the United States Department of Energy (DOE) to implement energy savings performance projects. Additional emphasis will be placed on the firm's experience in and around Missouri, as well as on the strength of the firm's financial condition and savings guarantee. Firms that cannot demonstrate compliance with these requirements will not be considered for selection.

F. Submission Format. RFQs must be submitted in the format outlined in this solicitation. Each RFQ will be reviewed to determine if it is complete prior to actual scoring. ESCOs shall use the prescribed format to clearly indicate their experience and qualifications, describe their technical approach to this project, and fully describe the provisions of their guaranteed savings contract. RFQs will be evaluated in light of the material submitted and substantiating evidence presented in the written submission, and not on the basis of what is inferred.

G. Contract Responsibility. The selected ESCO will be required to assume total responsibility for all services offered in their submission and noted herein. The selected ESCO will be considered the prime contractor and the sole point of contact with regard to all contractual matters with Crossroads Charter Schools.

H. Contract Insurance and Bond Requirements. The selected ESCO must conform to the following requirements. Proof of insurance coverage will be required and must be provided to Crossroads Charter Schools at the levels indicated below before commencing any work.

- a. Auto Liability – a minimum of \$1,000,000 CSL (including owned, non-owned and hired vehicles.
- b. Commercial General liability - a minimum of \$2,000,000 CSL per occurrence/aggregate; Crossroads Charter Schools to be included as additional insured with respect to this Agreement as follows: "Crossroads Charter Schools including its current and former trustees, officers, directors, employees, volunteer workers, agents, assigns and students."
- c. Workers Compensation _ Statutory
- d. Employers Liability - \$250,000/\$500,000/\$250,000
- e. Crossroads Charter Schools will require a performance and payment bond equal to one hundred percent (100%) of the project's installation contract price, as required with any contract involving public improvements.
- f. The ESCO shall be responsible for filing a copy of the performance and payment bond with Jackson County, Missouri after the contract has been approved by Crossroads Charter Schools and before any work commences on the project.
- g. Notwithstanding the foregoing, Crossroads Charter Schools shall be named as an additional insured on each of the above-referenced coverages.

I. Taxes, Fees, Code Compliance, Licensed Contractors & Professionals. The ESCO shall be responsible for payment of any required taxes or fees associated with the execution of the work under the guaranteed savings contract. The ESCO shall be responsible for compliance with all applicable local and state codes, statutes, and licensing requirements. Engineering, design, installation and construction work shall be performed

by contractors and professionals licensed to do work in Missouri, whether said work is performed directly by employees of the ESCO, or subcontractors of the ESCO. Any portion of the work requiring as-built, plans, or drawings must be stamped and signed by a duly-licensed professional engineer in Missouri.

J. References and Proprietary Information. Submission of a response deems permission to make inquiries concerning the respondent and its officers and to any persons or firms deemed appropriate by Crossroads Charter Schools. Proprietary information that the ESCO does not want disclosed to the public shall be so identified on each page in which it is found within the submission and will be treated as such to the extent allowed by state law. Data or information so identified may be used by Crossroads Charter Schools for the purpose of evaluation and contract negotiations.

K. Inquiries. Questions that arise from interested ESCOs prior to the submission date shall be submitted in writing to Crossroads Charter Schools. The Crossroads Charter Schools point of contact for this project is Mr. Dean Johnson at djohnson@crossroadsschoolskc.org or (816) 221-2600. Email inquiries submitted to Crossroads Charter Schools must contain this RFQ number and RFQ name in the subject line. All inquiries must be received by 11:00am on March 11, 2019. Inquiries received by Crossroads Charter Schools prior to the deadline will be compiled and answered by Crossroads Charter Schools and will be distributed via email to the ESCOs that have submitted a letter of interest to Crossroads Charter Schools by the due date and time as noted herein.

L. Schedule of Events. Crossroads Charter Schools expects to undertake the ESCO selection process according to the following schedule although this is subject to change at the sole discretion of Crossroads Charter Schools:

Task / Event	Date
Advertise RFQ	March 1, 2019
RFQ Responses Due	March 20, 2019
Proposals Evaluated	March 21, 2019
Selection of ESCO	March 22, 2019

Section 2 - RFQ Format Requirements

Responses must be submitted in the format outlined in this section. The intent of Crossroads Charter Schools is that all responses follow the same format in order to evaluate each response fairly. Crossroads Charter Schools reserves the right to eliminate from further consideration any response which is deemed to be substantially or materially unresponsive to this request.

- No later than 12:00 pm on March 20, 2019 provide one signed original (marked "original") and two (2) printed copies of the bid response. The vendor must also provide the bid response in electronic form on a CD or flash-drive (preferred).

Please address all submissions accordingly:

Crossroads Charter Schools
ATTENTION TO: Mr. Dean Johnson, Executive Director
1011 Central St
Kansas City, MO 64105

Proprietary information or information which, if disclosed, would give advantage to competitors or bidders ("Proprietary Information") submitted in response to this RFQ will be processed in accordance with applicable Missouri procurement procedures. Documents pertaining to the RFQ become the property of the Crossroads Charter Schools and shall be open to public inspection subsequent to proposal opening. It is the responsibility of the respondent to identify all Proprietary Information. The vendor should submit one complete electronic copy of the proposal from which any Proprietary Information has been removed. The redacted copy should reflect the same pagination as the original, show the empty space from which information was redacted, and should be submitted on a CD or flash drive, preferably in a PDF format. Except for the redacted information, the redacted copy must be identical to the original hard copy. The respondent is responsible for ensuring the redacted copy on CD/flash drive is protected against restoration of redacted data. The redacted copy will be open to public inspection under the Freedom of Information Act (FOIA) without further notice to the respondent. If a redacted copy is not received the entire proposal will be open to public inspection. If Missouri deems redacted information to be subject to the FOIA, the vendor will be contacted prior to sending out the information.

- The cover page shall indicate the name, number, and due date of the Crossroads Charter Schools RFQ and the name and address of the ESCO submitting the RFQ.
- Begin each section described with the appropriate heading and section number as noted below.
- Each page shall have the name of the ESCO indicated clearly in the upper right corner.
- Each page shall contain Crossroads Charter Schools RFQ name and RFQ number in the footer of each page.

Table of Contents

ESCO's shall include a table of contents properly indicating sections and page numbers of requested content.

1. Executive Summary

Responses shall include an abstract of no more than five (5) pages of the information presented in the ESCO's RFQ.

2. Reference Projects

Provide a minimum of four (4) energy savings performance contracting references. All references must be projects implemented within the last three (3) years. If possible, projects should be similar in scope and size to the project anticipated for Crossroads Charter Schools.

For each reference, provide the following information:

- Customer/Entity Name
- Address
- Contact Person
- Phone Number and Email of Customer Contact
- Contract Amount
- Financing – Type and Term
- Annual Savings
- Scope of Work Summary
- Incentives, grants or credits secured to assist in the financing of the project

3. Project Team

A. Provide detailed information on the roles and responsibilities, degree of pertinent experience, and similar project history of each member of the respondent's team that would be working on the Performance Contract with the owner.

B. Provide a list of all sub-contractors associated with implementing the project, including design and engineering firms. If some or all of the participants are not known at this stage, a selection strategy shall be identified noting which participants have not been selected. The ESCO shall include the table below (completed) in their RFQ response:

Sub-Contracted Services	Perform Directly	Pre-Determined Partner	Competitively Bid
Mechanical / HVAC			
Controls			
Electrical			
Lighting			
Building Envelope			
Water Upgrades			

Solar			
Commissioning			
Measurement & Verification			

C. Provide a list of other services associated with implementing the project. State whether those will be provided by the ESCO directly or by a third party. The ESCO shall include the table below (completed) in their RFQ response:

Services Provided	Direct Party	Third Party	Not Provided
Investment Grade Audit			
Energy Management Systems			
HVAC Mechanical Equipment			
Electrical Equipment			
Engineering / Design			
Construction Management			
Savings Guarantee			
Project Financing			
HVAC Systems Training			
Energy Management Training			
HVAC Repair			
Controls Systems			
Preventative Maintenance Services			
Local Office Support			
Guarantee Monitoring			

4. Technical Approach

- A. Describe the approach and process to performing the IGA.
- B. Provide a timeline of the anticipated milestones necessary to complete the IGA.
- C. Provide specific information of the evaluation process used by the ESCO to identify specific efficiency improvements for Crossroads Charter Schools to consider for implementation.
- D. Product manufacturers- Please describe your approach to incorporating other manufacturer's products in your projects,

5. Financial Approach

- A. Describe the sources and types of financing that may be available for this project.
- B. Describe the ESCO's role in assisting Crossroads Charter Schools in securing financing for the project.
- C. Provide information concerning any incentives or grants that may be available to Crossroads Charter Schools to offset the cost of the project.

6. Project Implementation

- A. Describe the management process that will be used to ensure a timely and quality installation of the project.
- B. Describe respondent's approach to project management, including:
 - i. Ability to successfully establish a project schedule, maintain the schedule, and complete projects on-time to the satisfaction of the customer.
 - ii. Coordination of subcontractors (if used), division of responsibility among project staff, and interaction with representatives.
 - iii. Supervision and oversight of contractors and sub-contractors.
- C. Describe any relationships with manufacturers of potential equipment and materials, including those manufactured by the respondent or listed subcontractors. The ESCO shall include table below (completed) in their RFQ response:

Equipment & Materials	Direct Manufacturer	Distributor / Re-Seller	Competitively Bid
HVAC / Mechanical Equipment			
Control / Energy Management Systems			
Electrical Equipment			
Lighting			
Water / Plumbing			
Building Envelope			
Solar			

- D. Describe the completion and acceptance process of the installed measures and the process used to transition to the guaranteed savings phase.
- E. Describe your firm's experience in serving as construction manager or general contractor for K-12 projects that require a Guaranteed Maximum Price (GMP).

7. Project Guarantee

- A. Provide information on the anticipated measurement, verification and reporting process that may be used for Crossroads Charter Schools to ensure the installed measures perform as expected.
- B. Provide information to assure Crossroads Charter Schools that the project's savings guarantee will survive in the event of ESCO insolvency, bankruptcy, or closure.

- C. Provide details as to the method and means that will be used to reconcile the project's guaranteed savings, including those used in the event of a savings shortfall.

8. Project Non-Performance

Copy and paste below chart with a clear answer of 'Yes' or 'No':

Question	Answer (Yes or No)
Has your company had a canceled or non-appropriated performance contract (list reason)?	
Has your company had past or pending lawsuits or litigation regarding a performance contract with a customer (list reasons)?	
Has your company reimbursed customers for non-performance on guaranteed savings?	
Has your company had past "out of court" settlements regarding a performance contract (list reasons)?	

In addition to litigation, please provide a complete list of all projects nationwide where there was either a criminal indictment or a conviction relating to the conduct of a **performance contract**. This includes officers and representatives of the company, as well as public officials connected with the project.

If any of the above does not apply, provide an acknowledgment letter stating each that does not apply, signed by an officer of the respondent company. (Please include title of company officer). **Failure to provide accurate and complete information as requested is grounds for disqualification.**

Section 3 – Evaluation and Selection

A. **Evaluation Process.** Crossroads Charter Schools will appoint a selection committee to formally evaluate the submissions. Members of the selection committee shall be appointed by the Board of Directors of Crossroads Charter Schools and may consist of members of the Board of Directors, employees, agents or parents of students of Crossroads Charter Schools, at its election. Responses shall be reviewed for completeness and adherence to format requirements as indicated in this solicitation. Failure to adhere to the required format may result in disqualification. The evaluation process will objectively grade the responses on their merit and responsiveness. Responses will be evaluated in light of the material and substantiating evidence presented in the response, and not on the basis of what is inferred. The evaluation process will include verification of performance contracting project references, verification of project team resumes, review of financial information, and may include the verification and confirmation of any additional information deemed necessary by Crossroads Charter Schools.

B. Scoring of ESCO's Statements of Qualification. Each section of the ESCO's statement of qualification will be evaluated and scored. Crossroads Charter Schools will evaluate submittals and select the most highly qualified ESCO that best matches the needs and desires of Crossroads Charter Schools. Qualification of all ESCO's that respond to this solicitation, including any subcontractors to be used, will be evaluated using the following selection criteria:

Selection Criteria	ESCO Points	Maximum Points
1. Company Qualifications & Experience		20
2. Project Team & Personnel		20
3. Project Management		20
4. Energy Guarantee & Ability to Achieve Savings		20
5. Support & Reference Material		20
Total		100

C. Optional Personal Interview Crossroads Charter Schools may opt to conduct a personal interview with a selected ESCO respondent or respondents. Location, time, and requirements for the interview will be determined by Crossroads Charter Schools and communicated to the selected respondent(s).

D. Engineering Proposal Upon selection of ESCO, Crossroads Charter Schools and the ESCO will design a Project Development Agreement which, when approved by both parties, will allow the ESCO to proceed with Investment Grade Audit.

E. Contract Upon completion of the Investment Grade Audit and a determination that one or more of the Projects are feasible and acceptable to Crossroads Charter Schools, the Parties will negotiate a contract for the project, schedule and compensation/pricing for the work.

Section 4 – General Terms and Conditions

1. To be considered, written statement of qualifications must be received by **12:00 pm on March 20, 2019** in the number and format set forth in this solicitation. A nonresponsive or incomplete submission will not be considered. ESCO submissions shall be mailed or delivered to the address listed below.

Crossroads Charter Schools
ATTENTION TO: Mr. Dean Johnson, Executive Director

1011 Central St
Kansas City, MO 64105

2. The outside of all delivered documents must be labeled: "ESPC RFQ" and reference the name of this RFQ "Guaranteed Savings Performance Contracting Services."
3. It shall be clearly understood that any costs incurred by the ESCO in responding to this request are at the ESCO's own risk and expense as a cost of doing business, and that Crossroads Charter Schools is not liable for reimbursement to the ESCO for any expense so incurred, regardless of whether or not the submission is accepted.
4. Any information provided herein is intended to assist the ESCO in the preparation of submissions necessary to properly respond to this RFQ. The RFQ is designed to provide qualified ESCOs with sufficient information to provide a statement of qualifications but is not intended to limit a RFQ's content or to exclude any relevant or essential data.
5. Respondents are required to be thoroughly familiar with the requirements herein and applicable state statutes before submitting their statement of qualification to Crossroads Charter Schools for consideration.
6. The submission must contain the signature of a duly authorized officer or agent of ESCO's firm empowered with the right to bind and negotiate on behalf of ESCO for the work and terms proposed.
7. Crossroads Charter Schools reserves the right to reject any and all submissions and to waive any informality if deemed in the best interest of Crossroads Charter Schools to do so.

ACKNOWLEDGMENT OF RECEIPT

Please fill in the requested information below as acknowledgment that you have received the Request for Qualifications noted above, and your firm is interested in participating. It is highly recommended that this sheet be completed and returned or faxed to:

Crossroads Charter Schools
ATTENTION TO: Mr. Dean Johnson, Executive Director
1011 Central St
Kansas City, MO 64105

By doing this, we will be able to provide notification to you any addenda to the RFQ.

Name of Firm: _____

Fax #: () _____ Tel. #: () _____

Name: (Print) _____ Title: _____

Signature: _____ Date: _____

Coversheet

Funding Equity

Section: II. Educational Excellence
Item: D. Funding Equity
Purpose: FYI
Submitted by:
Related Material: MCPSA Funding Equity 1 Pager_1.31.19_FINAL.pdf

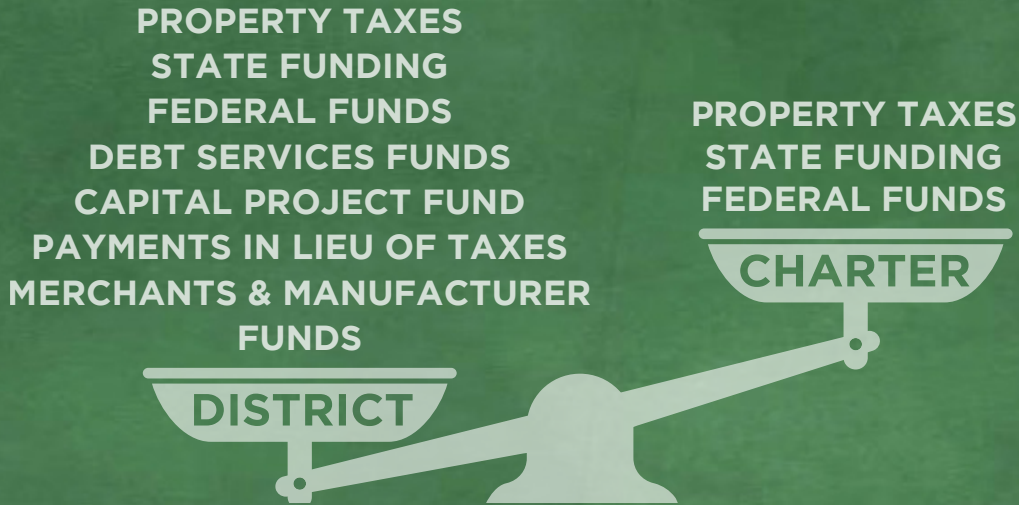
PUBLIC SCHOOL INEQUITY IN KANSAS CITY AND ST. LOUIS

Why do some public school children receive less?



Funding inequities result in charter school students receiving, on average, at least \$2K less per student in weighted average daily attendance than their public school peers.

PUBLIC SCHOOL FUNDING IS NOT EQUITABLE



INEQUITY #1

Historical Data vs Current Year Data

Charter school funds are based on information from as long ago as 2005.

Meanwhile local districts are compensated using current year revenues.

INEQUITY #2

Exclusion of Revenue Resources

Charter school students are excluded from receiving some local funds that are available to district children.

- Debt service fund revenues
- Capital project fund revenues
- Merchants & manufacturers tax revenues
- Payments in lieu of taxes (Kansas City)



The only way to solve this problem is to change the Missouri law governing how funds are allocated. Support ALL PUBLIC SCHOOL CHILDREN!



Missouri Charter Public School Association **#MOCHARTERSWORK**

1306 Papin St., St. Louis, MO 63103 | 314.776.3551

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Coversheet

2019-2020 School Calendar

Section: II. Educational Excellence
Item: G. 2019-2020 School Calendar
Purpose: Vote
Submitted by:
Related Material: CCS School 19-20 Calendar.xlsx - YearlyCalendar.pdf
2019-2020 Draft School Calendar Q & A.pdf

DRAFT-Crossroads Charter Schools- DRAFT

2019-2020 School Calendar

July 2019						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August 2019						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2019						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2019						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2019						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December 2019						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2020						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2020						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March 2020						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2020						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 2020						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2020						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- Jumpstart Session
- No School/Teacher PD
- Parent-Teacher-Student Conferences
- Early Release Day
- Tentative Last Day of School
- School closed for holiday or break
- School make up days

CACS Hours: 8:30-4:00, 8:30-12:30 early release days

CAQH Hours: 8:30-4:00, 8:30-12:30 early release days

CPA Hours: 7:15-2:45, 7:15-11:15 early release days

This calendar includes 5 built-in snow days

2019-2020 Draft School Calendar Q & A

Questions	Answers
1. Why are the bell times changing again?	1. The 2018-19 school year is the 3rd straight year that per pupil public funding for Kansas City charter schools has decreased. We expect funding to decrease again in the 2019-20 school year. As our schools grow and evolve, and particular needs become more clear, Crossroads is constantly evaluating the various elements of our school design to determine if there are adjustments we can make to better serve our students within these budgetary constraints. By making these adjustments in our bell times, Crossroads will be able to tier school buses between CPA and the elementary schools. After dropping students off at CPA, bus drivers will then run routes for Quality Hill and Central Street. Tiering buses provides a significant reduction in student transportation costs and enables Crossroads to fulfill three important goals: 1) Hire a 3rd school nurse, so that each campus will have this full-time resource, 2) Hire a Campus Security Director to focus even greater energy and coordination to this vital function, and 3) Provide Crossroads staff with 3% salary increase.
2. Why does CPA have to start so early?	2. Throughout this school year many students, parents, and teachers have voiced concerns about CPA's dismissal time, which is much later than other public high schools. This late dismissal time has limited opportunities for after school clubs and interfered with chess, robotics and debate tournaments, athletic events, and students' after school jobs. By moving the CPA hours to 7:15 a.m. - 2:45 p.m., our students will be more in line with KCPS high schools which all begin at 7:20 a.m., and better able to participate in extracurricular activities.
3. Why do QH and CS have to start so late?	3. In order to tier our buses between CPA and the elementary schools - as described above - we need 75 minutes between the start time at CPA, and the start time at Central Street and Quality Hill. We understand that shifting the elementary school start time back to 8:30 a.m. creates a challenge for some parents' work schedules. Crossroads is committed to providing an affordable before care option beginning at 7:45 a.m. for Quality Hill and Central Street families who need it. We will provide more details for this option in the coming weeks.
4. Why are we adding a week of school to the Jumpstart Session?	4. The total number of school days in 2019-20 is 188. This is actually a

	<p>decrease from the 189 days in our current school year. Currently, the State of Missouri has strict guidelines regarding the number of school days and regular-term instructional hours. Beginning next year, schools will have more flexibility in how we design our calendars. The calendar adjustments we are making to the Jumpstart Session, regular term school days and RTI/Extended Learning results in a modest increase in funding, more Extended Learning opportunities for all students, and five Snow Days built into the schedule, with the same basic calendar (minus one school day) as we have now.</p>
<p>5. I thought the state changed the rule that snow days won't need to be made up starting next year?</p>	<p>5. As discussed above, schools have more flexibility next year with how they design their calendar. There is no longer a minimum number of days that schools must be in session, but there is still a minimum number of hours that schools must be in session. The 2019-20 Crossroads calendar has enough flexibility that Crossroads could have up to five snow days and still meet its minimum number of hours. If Crossroads has more than five snow days, then make-up days would need to be added in June 2020.</p>

Coversheet

FY 19-20 Staff Plan

Section: II. Educational Excellence
Item: H. FY 19-20 Staff Plan
Purpose: Vote
Submitted by:
Related Material: Long Term Staffing Plan for Board.pdf

Position	FY19				FY20			
	QH	CS	CPA	CO	QH	CS	CPA	CO
On-Site Enrollment	278	336	194		278	386	258	
Principal	1.0	1.0	1.0		1.0	1.0	1.0	
Assistant Principal		1.0	1.0		1.0	1.0	2.0	
Instructional Coach	1.0	1.0	2.0			1.0	1.0	
Innovation Coordinator							0.6	
RISE Room		0.0				1.0	1.0	
RISE Room Para		0.0				1.0	1.0	
Kindergarten	3.0	3.0			3.0	3.0		
1st Grade	2.0	2.0			2.0	2.0		
2nd Grade	2.0	2.0			2.0	2.0		
3rd Grade	2.0	2.0			2.0	2.0		
4th Grade	2.0	2.0			2.0	2.0		
5th Grade	2.0	2.0			2.0	2.0		
6th Grade		2.0			0.0	3.0		
K-6 STEM	1.0	3.0			1.0	3.0		
K-6 Visual Arts	1.0	1.0			1.0	1.4		
K-6 PE	1.0	1.0			1.0	2.0		
K-6 Music	1.0	1.0			1.0	1.0		
K-6 Spanish	1.0	0.0			1.0	0.6		
Instructional Specialists	2.0	2.0			2.0	2.0		
ELL Staff	1.5	1.5	1.0		1.5	2.0	1.5	
Enrichment Teacher	0.4	0.6			0.4	0.6		
Special Education	1.0	2.0	2.0		1.0	2.0	2.0	
Paraprofessional	2.0	2.0	1.5		2.0	3.0	1.0	
Counselor	1.0	1.0			1.0	1.0	1.0	
Student Relations	1.0	1.0	1.0		1.0	1.0	1.0	
Admin Assistant	1.0	1.0	1.0		1.0	1.0	1.0	
MS -Math			2.0				2.0	
MS - ELA			2.0				2.0	
MS - STEM			1.0				1.0	
MS/HS - PE/Health			1.0				1.0	
MS/HS Music			1.0				1.0	
MS/HS Visual Arts			1.0				1.0	
MS/HS Foreign Language			1.0				2.0	
HS Humanities			1.0				2.0	
HS Math			1.0				2.0	
HS Science			1.0				2.0	
Speech/Finance/CA/Prac.Arts							1.0	
Total School Staff	29.9	35.1	22.5		29.9	41.6	31.1	
Executive Director				1.0				1.0
CAO				1.0				1.0
COO				1.0				1.0
Operations Manager				2.0				2.0
HR Manager				1.0				1.0
Community Outreach				1.0				1.0
SPED Coordinator				0.8				1.0
Speech Therapist				1.2				2.0
ELL Coordinator								1.0
Nurse				2.0				3.0
Campus Security								1.0
Total Central Office				11.0				15.0
Total Staff				98.5				117.6

Coversheet

Draft Summer School MOU with Upper Room and Operation Breakthrough

Section:	II. Educational Excellence
Item:	I. Draft Summer School MOU with Upper Room and Operation Breakthrough
Purpose:	Vote
Submitted by:	
Related Material:	MOU Crossroads Charter Schools - Upper Room - 2019v2.pdf

Memorandum of Understanding
To Provide Educational Services

This Memorandum of Understanding (“MOU”) is made between the Crossroads Charter Schools, a Missouri non-profit corporation (“**CROSSROADS CHARTER SCHOOL**”) and Swope Corridor Renaissance/Upper Room, Inc. (“**Swope**”) for the purpose of Swope providing a Summer School Program.

Whereas, Crossroads Charter School is a Local Education Agency (“**LEA**”) as defined under Missouri law, and wishes to contract out its summer school program; and

Whereas, Swope states it has the expertise to provide a summer school program that complies with Missouri law; and

Whereas, Crossroads Charter School desires to contract with Swope to provide a summer school program.

Now, therefore, Crossroads Charter School and Swope agree as follows:

Article 1. PROGRAM/GOALS

Swope will provide a 7 week Summer School Program (Program) designed primarily for elementary school students. The Program is designed to assess students before they enter the Program and when they exit the Program. The Program’s substantive focus is on reading and math through a computerized instructional curriculum, with non-core services such as music, art, physical education and computer lab being provided as well.

The goals of the Program are:

- a) to provide educational learning experiences; and
- b) provide enhancement of academic skills; and
- c) place special focus and support on reading and math; and
- d) foster parental/guardian involvement with the student.

Article 2. GENERAL RESPONSIBILITIES OF SWOPE

- 2.1 Provide the Program for a seven (7) week period from June __, 2019 to July __, 2019 including all necessary curriculum, materials, staffing and management to effectively operate the Program.
- 2.2 Operate the Program in compliance with all applicable federal and state laws and regulations and the Missouri Department of Elementary and Secondary Education’s (“**DESE**”) summer school guidelines including, but not limited to, appropriate teacher certifications for the grade and content they are teaching, appropriate facilities for the Program and appropriate textbooks and classroom resources for all students. Failure to use appropriately certified teachers, as required, may result in the loss of ADA reimbursement, as defined in Article 10.

- 2.3 Recruit and obtain applications for all student participants, including each student participant's address, parental consent and waiver and school district of residence.
- 2.4 Review all applications for all student participants to determine eligibility based upon state of Missouri regulations, and submit to Crossroads Charter School on a date agreed to by the parties.
- 2.5 Recruit, screen, hire and train qualified individuals to run the Program pursuant to Article 4.
- 2.6 Coordinate and assist Crossroads Charter School with recruitment, media and public relations efforts.
- 2.7 Administer and enforce student discipline in accordance with the Crossroads Charter School's Code of Student Conduct, as detailed in Article 5.
- 2.8 Notify Crossroads Charter School of any student field trips, and provide Crossroads Charter School trip information and parent permission forms, including a waiver of liability from parents related to the activities conducted during such field trip(s).
- 2.9 Notify Crossroads Charter School of the need to cancel/change any offered classes, with the understanding that any cancellations/changes require Crossroads Charter School permission and must be done prior to May __, 2019.
- 2.10 Conduct a Parent Satisfaction Survey at the end of the Program, and provide copies of the surveys and survey results to Crossroads Charter School.
- 2.11 Provide assessment data on an agreed upon number of students. Pre and Post Assessments must be conducted electronically as assigned by the Crossroads Charter School Assessment Department.
- 2.12 Staff must attend all in-service and/or other trainings as required by Crossroads Charter School.
- 2.13 Provide any other services reasonably necessary for the effective administration of the Program.

Article 3. GENERAL RESPONSIBILITIES OF CROSSROADS CHARTER SCHOOL

- 3.1 Submit a summer school application to DESE, which includes the Program.
- 3.2 Review all student applications submitted by Swope and approve for student eligibility.
- 3.3 Review all employment applications Swope submits for approval of Swope personnel pursuant to Article 4.

- 3.4 Report attendance as provided to Crossroads Charter School by Swope to DESE as required.
- 3.5 Receive and allocate funds to Swope as further outlined below pursuant to Article 10.
- 3.6 Designate a Crossroads Charter School Principal or Vice Principal to oversee and monitor each Program site.
- 3.7 Purchase curriculum materials if needed, the cost of which will be deducted from the monthly payments made by Crossroads Charter School to Swope pursuant to Article 10.

Article 4. STAFFING

- 4.1 Not later than 10 days after execution of this MOU, Swope shall provide Crossroads Charter School with a list of all employees/volunteers (“**staff**”), who will regularly interact with Crossroads Charter School students in providing the Program’s services. Such list shall contain the names, job titles and last four digits of each person’s Social Security Number as well as provide the following information: (i) for each individual, the dates of the fingerprint-based criminal background check and the child abuse/neglect screen and related results; and (ii) for each individual in a teaching position, evidence of certification. Swope must furnish such information to Crossroads Charter School prior to any individual starting services.
- 4.2 If Crossroads Charter School incurs any costs related to the fingerprint-based criminal background check and the child abuse/neglect screen, such costs will be deducted from the monthly payments-Crossroads Charter School makes to Swope pursuant to Article 10.
- 4.3 Crossroads Charter School reserves the right, in its reasonable discretion, to approve/disapprove any individual on the provided list of staff. To this end, Crossroads Charter School shall be the sole judge as to which individuals may provide services to Crossroads Charter School students under this MOU, and failure of Swope to abide by this provision shall be cause to terminate this MOU immediately upon the delivery of written notice of such termination from Crossroads Charter School to Swope.
- 4.4 Swope will ensure that all staff is familiar with the requisite obligations: (i) for student record confidentiality under the Family Educational Rights and Privacy Act (“**FERPA**”); and (ii) as mandated reporters of child abuse/neglect under Missouri law.
- 4.5 Swope is responsible for obtaining short-term substitute teachers during the Program as necessary. Any and all substitute teachers engaged by Swope during the Program, if any, shall meet each of the employment qualifications provided in this Article 4 prior to performing any services on behalf of or in connection with the Program. Swope understands that the use of long-term substitutes is not

acceptable and may result in the loss of ADA reimbursement, as defined in Article 10.

- 4.6 Swope shall remit payment to all teachers and related staff employed to perform services during and on behalf of the Program, including the remittance of any and all teacher or staff salaries, benefits and withholdings as provided by applicable law or otherwise approved by such employees, and Swope shall indemnify Crossroads Charter School from and against any and all liability incurred by Crossroads Charter School of any kind or nature related to the employment of teachers and staff working on behalf of the Program. Swope agrees to pay certified teachers no more than \$25 per hour (Bachelor's Degree) and \$30 per hour (Master's Degree +).

Article 5. STUDENT DISCIPLINE

- 5.1 Swope will enforce the Crossroads Charter School's Code of Student Conduct, and comply with all Missouri Safe Schools Act reporting requirements.
- 5.2 Corporal punishment – defined as the use of physical force as a method of correcting student behavior – is prohibited by Crossroads Charter School policy.

Article 6. FOOD SERVICE

- 6.1 Swope is responsible for providing food service at non-Crossroads Charter School sites. Any such service must meet all applicable federal, state and local laws pertaining to child nutrition.

Article 7. TRANSPORTATION

- 7.1 Crossroads Charter School will provide no student transportation during summer school.

Article 8. STUDENT ENROLLMENT/ATTENDANCE

- 8.1 Swope and Crossroads Charter School will cooperate in creating the necessary forms for students to enroll in the Program.
- 8.2 Swope shall maintain accurate enrollment and attendance data, and submit attendance data to Crossroads Charter School in the requested format. All non-Crossroads Charter School sites must have sufficient computer hardware and software and internet capacity to properly input attendance, grades and assessments. Failure to take attendance on a daily/hourly basis shall be grounds to terminate this MOU immediately.

Article 9. MONITORING

- 9.1 Crossroads Charter School will conduct periodic on-site monitoring of all Program components at each site. Monitoring may be conducted by the Crossroads Charter School Principal or Vice-Principal assigned to the site or other Crossroads Charter

School personnel, as designated by the Crossroads Charter School Executive Director.

Article 10. COMPENSATION

Crossroads Charter School will pay Swope using a fixed rate of \$8,200 per the ADA equivalent of one student which is defined as 1,044 instructional hours for Crossroads Charter School students and non-Crossroads Charter School students. Crossroads Charter School will retain 10.0% of the total summer school payment to Swope as the LEA sponsor fee. A hypothetical payment breakdown sample is attached as **Exhibit A**. Payment to Swope will be based on the actual average daily attendance (“ADA”) submitted by Crossroads Charter School and approved by DESE subject in all respects to the annual appropriation condition set forth in Paragraph 13.3 below. Payment will be made on a monthly basis from August 2019 through July 2020 and be on or before the 20th day of each month, provided Crossroads Charter School has received funding for the payment of the services from DESE on or before the 15th day of each month. Each payment will include an itemized statement showing the payment calculation.

Crossroads Charter School acknowledges that Swope may enter into a separate collateral assignment and security agreement with a lender, relating to a potential loan agreement and promissory note. Crossroads Charter School further acknowledges that such lender would be financing the costs and expenses of the Program, which Swope is providing to Crossroads Charter School under this MOU. Prior to Crossroads Charter School’s payment to Swope, and assuming Swope executes the loan agreement, promissory note and collateral assignment and security agreement, Crossroads Charter School agrees that, except to the extent prohibited by Missouri law or regulations, any summer school revenue Crossroads Charter School receives from the state of Missouri will not become subject to the claims of Crossroads Charter School’s creditors, and will be held by Crossroads Charter School as trustee for the benefit of Swope.

Article 11. DISPUTE RESOLUTION

Crossroads Charter School and Swope agree to cooperate in good faith in all actions relating to this MOU. If a dispute should arise, Crossroads Charter School and Swope agree to use their best efforts to resolve such dispute in a fair and equitable manner by promptly initiating discussions between their representatives.

Article 12. CONTACT PERSONS

Swope’s contact person is Tonia Gilbert, Esq. at 816-923-2997.

Crossroads Charter School’s contact person is Dean Johnson 816-550-4370.

Article 13. TERM/TERMINATION

13.1 **Term.** The term of this MOU (“**Term**”) will run from date of execution by both Crossroads Charter School and Swope through completion of the Program and the related services, unless terminated earlier in accordance with Article 13.2.

- 13.2 **Termination.** Crossroads Charter School reserves the right to terminate the MOU immediately and move students to another site if it determines that students are not being served effectively. Upon the first occurrence of an event or series of events that gives rise to Crossroads' right to terminate this MOU as set forth in this Paragraph 13.2, Crossroads Charter School will provide Swope with written notice of default and termination, and allow seven (7) days to cure to default. If the default is not cured prior to the expiration of the seven (7) day period following Crossroads Charter School's delivery of written notice of default and termination or upon a second occurrence of an event of default that would give rise to Crossroads Charter School terminating this MOU pursuant to this Paragraph 13.2, this MOU shall terminate upon the date set forth in a written notice of termination from Crossroads Charter School to Swope at any time thereafter. Swope will be compensated for those services provided prior to the termination date.
- 13.3 **Annual Appropriation of Funds.** This MOU shall be subject to annual appropriations of funds by Crossroads Charter School in accordance with its normal funding practices and/or the receipt of funding by DESE. In the event that funds are not available in full or in part for the payments hereunder, this MOU will be subject to modification or termination, depending upon the extent of available funds. Crossroads Charter School or Swope may terminate the MOU in its entirety, without penalty, at any time, if funding is not available.

Article 14. APPROVAL CONDITIONS

- 14.1 **Executed Agreement.** This MOU will not become effective until Crossroads Charter School and Swope have executed this MOU.
- 14.2 **Employment Eligibility.** Pursuant to Mo. Rev. Stat. §285.530, all business entities awarded any contract in excess of five thousand dollars (\$5,000) with a Missouri public school district must, as a condition to the award of any such contract, be enrolled and participate in a federal work authorization program with respect to the employees working in connection with the contracted services to be provided, to the extent allowed by the E-Verify Work Authorization Program of the United States ("**E-Verify**"). As such, a business entity must affirm through sworn affidavit to Crossroads Charter School that it does not knowingly employ any person, who is an unauthorized alien in connection with the services to be provided. Crossroads Charter School, therefore, requires Swope to have an authorized individual execute the "Federal Work Authorization Program Affidavit," which is attached as **Exhibit B**. Swope must provide the "Federal Work Authorization Program Affidavit" to Crossroads Charter School prior to performing services. Swope further agrees to indemnify Crossroads Charter School for any fines and legal fees incurred because Swope's employees or subcontractors, performing services, are not authorized to work in the United States.

Article 15. INDEPENDENT CONTRACTOR

- 15.1 **Independent Contractor Status.** Crossroads Charter School and Swope agree the terms of this MOU do not constitute a formation of a partnership, joint venture, employer-employee, or other relationship, and further, agree no form of agency exists between Crossroads Charter School and Swope. Swope represents and warrants that it is a separate and independent entity from Crossroads Charter School. Swope may not enter into agreements on behalf of Crossroads Charter School or otherwise obligate Crossroads Charter School in any manner. Swope is solely responsible to hire, train, supervise, discipline and terminate its personnel, and is solely responsible for withholding and paying any taxes for such personnel.
- 15.2 **Submission of Forms W-9.** If it has not already done so, Swope will submit a completed Form W-9 entitled “Request for Taxpayer Identification Number and Certification” with the correct federal identification number as well as a completed Vendor Registration Form.

Article 16. OWNERSHIP

- 16.1 **Crossroads Charter School Property.** All equipment, materials, software or data of every description that Swope receives directly or indirectly from Crossroads Charter School is Crossroads Charter School’s property. Swope must return all such property to Crossroads Charter School upon request or upon termination or expiration of this MOU, whichever is earlier.
- 16.2 **Swope Property.** All equipment, materials, software or data of every description Swope provides to operate the Program will remain the property of Swope, and Swope will have access to the sites to remove such property upon termination or expiration of this MOU, whichever is earlier.

Article 17. SUBCONTRACTS

- 17.1 **Use of Subcontractors.** Swope may not subcontract any portion of the services to be provided to Crossroads Charter School without Crossroads Charter School’s prior written consent, which Crossroads Charter School is not required to give.

Article 18. SWOPE’S REPRESENTATIONS AND WARRANTIES

- 18.1 **Non-Discrimination.** During the performance of its obligations under this MOU, Swope agrees that it will not discriminate against any person on the basis of sex, race, religion, color, national origin, ancestry, age, disability, sexual orientation, gender identity, genetic information or any other factor prohibited by law or based upon a belief that such a factor exists.
- 18.2 **Compliance with Laws.** During the performance of its obligations under this MOU, Swope agrees to conduct its activities in strict compliance with all applicable federal, state, and local laws and regulations, as well as Crossroads Charter School’s policies and procedures. Swope warrants that it has done all things necessary for the Program to meet the requirements of all applicable laws, rules,

regulations and guidelines in Missouri, and hereby agrees to exert best faith efforts to do all things necessary for the Program to continue to meet such requirements.

- 18.3 **No Enticement.** Swope has not offered or given anything of value to Crossroads Charter School's employees to entice Crossroads Charter School to enter into this MOU.
- 18.4 **Secular Purpose.** Swope acknowledges, agrees and warrants that all services provided under this MOU shall have a secular, non-religious purpose. Swope acknowledges that Crossroads Charter School, by entering into this MOU, is not endorsing and does not intend to endorse, any particular church or religion. Any attempt by Swope to include any religious content into the summer school curriculum will be cause for immediate termination of this MOU.
- 18.5 **Service Warranty.** Swope warrants that all individuals assigned to provide services related to the Program will have the expertise, skills and training to perform the services in a professional manner.

Article 19. RECORDS, ACCOUNTING AND EVALUATIONS OF SERVICES

- 19.1 **Maintenance of Books and Records.** Swope will conduct the Program in such a manner as to enable Crossroads Charter School to comply with the fiscal stewardship obligations imposed by Missouri law and DESE. Sufficient and accurate books and records will be kept, including but not limited to: a) proof of teacher certification; b) documentation of each student's daily hours of attendance; c) criminal background checks and Family Care Safety Registry information for any and all personnel; d) documentation of student residence; and e) any other information that is or may be required by Crossroads Charter School or DESE. Swope will allow Crossroads Charter School reasonable access to any books, records or documentation required under this MOU upon demand.
- 19.2 **Evaluation of Program.** At the end of the Program, Swope will prepare an evaluation report summarizing services provided with supporting data as to the effectiveness of those services.
- 19.3 **Parent Satisfaction Surveys.** Swope will provide to the Crossroads Charter School copies of Parent Satisfaction Surveys completed by parents at the end of the program.

Article 20. CONFIDENTIALITY

- 20.1 **Student Information.** Swope agrees that all documents which include personally identifiable information contained in or derived from a student's educational records are deemed confidential pursuant to FERPA. Swope agrees not to re-disclose any such personally identifiable information without the prior written consent of the student's parent or the student (if the student has reached the age of

eighteen) or unless re-disclosure is otherwise authorized by law. This provision shall survive expiration or termination of this MOU.

- 20.2 **Crossroads Charter School Information.** Swope agrees to keep confidential and not to disclose to any third parties any information provided by Crossroads Charter School pursuant to this MOU without prior consent. This provision shall survive expiration or termination of this MOU.

Article 21. INSURANCE

Swope shall maintain such insurance as will protect it from claims which may arise out of or result from its obligations under this MOU as follows:

- 21.1 **Workers' Compensation.** Swope agrees to maintain workers' compensation insurance as required by the Revised Statutes of Missouri throughout the Term of this MOU, including employer's liability with limits of not less than \$500,000 each for bodily injury by accident and bodily injury by disease.
- 21.2 **General Liability.** Swope agrees to maintain insurance throughout the Term of this MOU with the following coverages and minimum limits of liability:
- (i) General liability insurance with not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate;
 - (ii) Automobile liability insurance coverage of not less than \$1,000,000;
 - (iii) Umbrella and/or excess liability coverage of not less than \$1,000,000;
 - (iv) Employer Liability and/or worker's compensation in the amounts required by the State of Missouri; and
 - (v) Professional liability/errors and omissions liability coverage (including coverage for child endangerment) of not less than \$1,000,000.

Crossroads Charter School shall be named as an additional insured on all such policies and receive written notification from Swope's insurance carrier of any termination of coverage not less than thirty (30) days prior to the termination of such insurance. In addition to the foregoing, Crossroads Charter School shall be further named on each of the foregoing policies as a primary, noncontributing additional insured, including products liability and operations, excluding worker's compensation and employer liability coverages. In the event the insurance coverage obtained by Swope is terminated prior to the expiration of the term of this MOU, Crossroads Charter School may, at its sole discretion (i) terminate this MOU by delivery of written notice of such termination to Swope; or (ii) obtain insurance coverage in satisfaction with this Paragraph 21.2 and the cost incurred by Crossroads Charter School to secure such insurance coverages will be deducted from the monthly payments made by Crossroads Charter School to Swope pursuant to Article 10.

- 21.3 **No Waiver.** Nothing contained herein shall not be deemed a relinquishment or waiver of any sovereign immunity enjoyed by Crossroads Charter School.
- 21.4 **Proof of Insurance.** Crossroads Charter School requires proof of insurance prior to services being performed. Failure by Swope to provide any insurance as requested will not relieve it of any contractual obligation or responsibility, and will be cause to terminate this MOU immediately.

Article 22. INDEMNIFICATION

- 22.1 **Swope Liability.** To the fullest extent allowed by law, Swope agrees to indemnify and hold harmless Crossroads Charter School, its directors, officers, agents and employees from and against all claims or losses including reasonable attorneys' fees, arising out of or resulting from the negligence or omissions of Swope, its employees, volunteers or agents in the provision of services under this MOU. Nothing contained herein shall be deemed a waiver of sovereign immunity, and Crossroads Charter School shall continue to enjoy all rights, claims and defenses available to it under law, to specifically include Mo. Rev. Stat. §537.600, et seq.

Article 23. NOTICE

Communications relating to this MOU should be sent to the following addresses:

Crossroads Charter School:
Crossroads Charter School
Attention: Dean Johnson
1011 Central St.
Kansas City, Missouri 64105
Telephone: 816-221-2600

With a copy to:
Donald E. Maxwell, LLC
Attention: Donald Maxwell
4700 Belleview Ave., Suite 404
Kansas City, Missouri 64112
Telephone: 816-421-2021

Swope:
Swope Corridor Renaissance/Upper Room, Inc.
Attention: Tonia Gilbert, Esq.
Mary L. Kelly Center
2803 E. 51st Street
Kansas City, Missouri 64130
Telephone: 816-363-3819

Article 24. GENERAL

- 24.1 **Successors and Assignments.** Swope and any partners, successors, executors, administrators and representatives are bound to Crossroads Charter School in respect to all terms, covenants, agreements and obligations hereunder. This MOU shall not be assigned by either Crossroads Charter School or Swope without the prior written consent of the other party.
- 24.2 **Governing Law.** This MOU is governed by and constructed in accordance with the laws of the state of Missouri without regard to any conflict of laws provision. The parties waive any objection to the venue of any action arising under this MOU, which is brought in the federal or state courts located in the state of Missouri and waive any claim that such action has been brought in an inconvenient forum.
- 24.3 **Force Majeure.** Neither Crossroads Charter School or Swope shall be liable if the performance of any part or all of this MOU is prevented, delayed, hindered or otherwise made impracticable or impossible by reason of any strike, flood, riot, fire, explosion, war, act of God, sabotage, accident or any other casualty or cause beyond either party's control and which cannot be overcome by reasonable diligence and without unusual expense.
- 24.4 **Survival.** All representations, warranties and statements of indemnification shall survive termination or cancellation of the MOU.
- 24.5 **No Third Party Beneficiaries.** This MOU does not and is not intended to confer any rights or remedies upon any person other than Crossroads Charter School and Swope.
- 24.6 **Amendments.** The MOU may be altered, amended, changed or modified only by written amendment executed by authorized representatives of Crossroads Charter School and Swope.
- 24.7 **Exhibits.** Crossroads Charter School and Swope agree that if there are any conflicting terms and conditions between this MOU and any exhibits, then the terms and conditions of this MOU shall prevail.
- 24.8 **Entire Understanding.** This MOU constitutes the entire understanding between Crossroads Charter School and Swope, and supersedes all prior agreements, discussions and correspondence.

CROSSROADS CHARTER SCHOOLS

By: _____

Name: Dean Johnson

Title: Executive Director

Date: _____

SWOPE CORRIDOR RENAISSANCE/UPPER ROOM, INC.

By: _____

Name: Tonia Gilbert, Esq.

Title: Executive Director

Date: _____

Exhibit A

SEE ATTACHED

EXHIBIT B

FEDERAL WORK AUTHORIZATION PROGRAM AFFIDAVIT

I, Lee Barnes, Jr., being of legal age and having been duly sworn upon my oath, state the following facts are true:

1. I am more than twenty-one years of age and have first-hand knowledge of the matters set forth herein.
2. I am employed by Swope Corridor Renaissance/Upper Room, Inc. (“**Company**”) and have authority to issue this affidavit on its behalf.
3. The Company is enrolled in and participating in E-Verify with respect to the Company’s employees working in connection with the services the Company is to provide to the District, to the extent allowed by E-Verify.
4. The Company does not knowingly employ any person who is an unauthorized alien in connection with the services the Company is to provide to the District.

By: _____
Lee Barnes, Jr.

For: _____
Swope Corridor Renaissance/Upper Room, Inc.

Title: Interim Executive Director

Subscribed and sworn to before me on this _____ day of _____ 2018.

Notary Public

Printed Name

My Commission Expires:

Coversheet

Approve Minutes

Section: III. Operations
Item: A. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for January Board Meeting on January 28, 2019

APPROVED



Crossroads Charter Schools

Minutes

January Board Meeting

Date and Time

Monday January 28, 2019 at 5:00 PM

Location

816 Broadway Boulevard, Kansas City, MO 64105

Trustees Present

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

Trustees Absent

None

Guests Present

C. Hughley, D. Johnson, R. Uptergrove, T. McDowell

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 Jan 28, 2019 at 5:00 PM.

C. Approve Minutes

R. Cattelino made a motion to approve minutes from the Special Board Meeting on 12-07-18 Special Board Meeting on 12-07-18.

P. Crawford seconded the motion.

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

D. Approve Minutes

R. Moore made a motion to approve minutes from the December Board Meeting on 12-17-18 December Board Meeting on 12-17-18.

D. Charity seconded the motion.

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

II. Governance

A. Welcome New Board Members

Beth Sweetman introduced three new Board Members who have been asked to join. Greg Valdovino with the KC Chamber, Daniel Yoder with Communities In Schools of Mid-America, and Jeffrey Williams with the City of Kansas City. The Board is thrilled to have them join!

B. Board Member Responsibilities

Richard Moore discussed and reminded the Board members of their obligations and expectations. The Board has requested lists of volunteer opportunities within the schools.

C. 2019 Board Meeting Dates

D. Charity made a motion to Approve.

P. Crawford seconded the motion.

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

III. December Financials

A. December Financial Report

Total Revenue: \$6,821,451

Total Expense: \$6,490,071

Net Income: \$331,380

B. December Check Register

R. Cattelino made a motion to Approve.

P. Crawford seconded the motion.

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

C. HVH Financing Update

This agenda item was changed to a VOTE.

Dean Johnson presented an update on the refinance of the Historic Virginia Hotel loan. R. Cattelino made a motion to Approve Dean Johnson the authority to move forward if terms remain as drafted with the review and approval from Don Maxwell and Richard Moore.

P. Crawford seconded the motion.

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

IV. Operations

A. Campus Security Update

Courtney Hughley, COO, provided an update on campus security. A committee has been created specifically for student safety and will meet quarterly to discuss and evolve campus security. She is currently seeking at Board Member to join this committee.

B. Update Purchasing Policy

R. Moore made a motion to Approve.

D. Charity seconded the motion.

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

C. Development Update

Dean Johnson provided an update on school fundraising.

D. Braille Policy

R. Moore made a motion to Approve.

P. Crawford seconded the motion.

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

V. Educational Excellence

A. 2018 MAP and APR Scores

Tysie informed the Board that the scores are currently not public yet. There were errors by the state and she is hopeful corrected scores will be available on February 1st. An update will be provided at the next Board meeting.

B. Kansas City Pre-K Sales Tax

D. Charity made a motion to Approve.

P. Crawford seconded the motion.

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

C. Charter School Pre-K Collaborative

P. Crawford made a motion to Approve.
R. Moore seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Charter Funding Equity

This item has been moved to the February meeting.

VI. Closed Session

A. Closed Session pursuant to 610.021 (6)

Closed Session Began at 6:28 pm

Roll Call:

Richard Moore Aye

Diane Charity Aye

Beth Sweetman Aye

Ron Cattelino Aye

Closed Session ended at 6:34 pm

Roll Call:

Diane Charity Aye

Ron Cattelino Aye

Richard Moore Aye

Beth Sweetman Aye

VII. 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 6:37 PM.

Respectfully Submitted,

R. Uptergrove

Coversheet

January Financial Report

Section: IV. January Financials
Item: A. January Financial Report
Purpose: Discuss
Submitted by:
Related Material: CROSS - School Presentation - 01 31 2019 .pdf
Capital Expense.pdf



January 2019 Financials

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

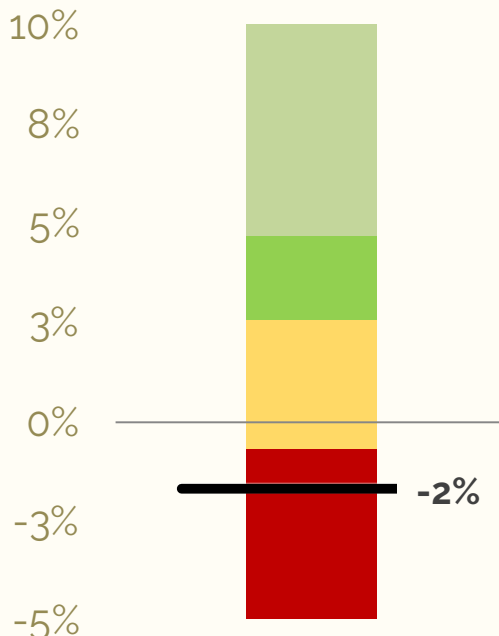
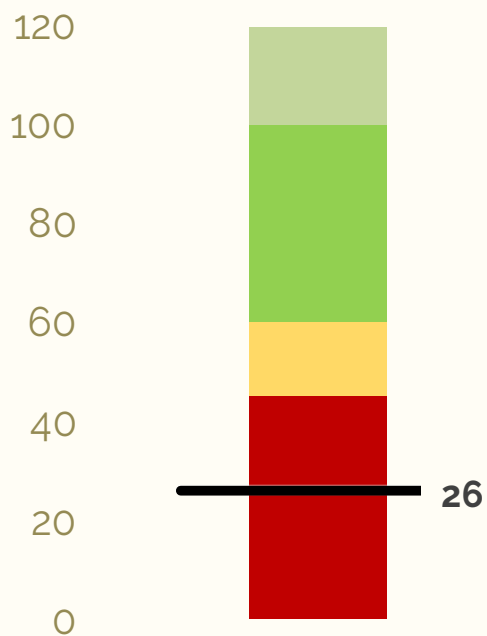
Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

Gross Margin

Revenue less expenses, divided by revenue



DAYS OF CASH AT YEAR'S END

The school's 26 days of year-end cash is below the recommended 60 days.

-2% GROSS MARGIN

The forecasted net income is -\$20k, which is \$234k below the budget. It yields a -2% gross margin.

Forecast Overview

Forecast Budget Variance Variance Graphic Comments

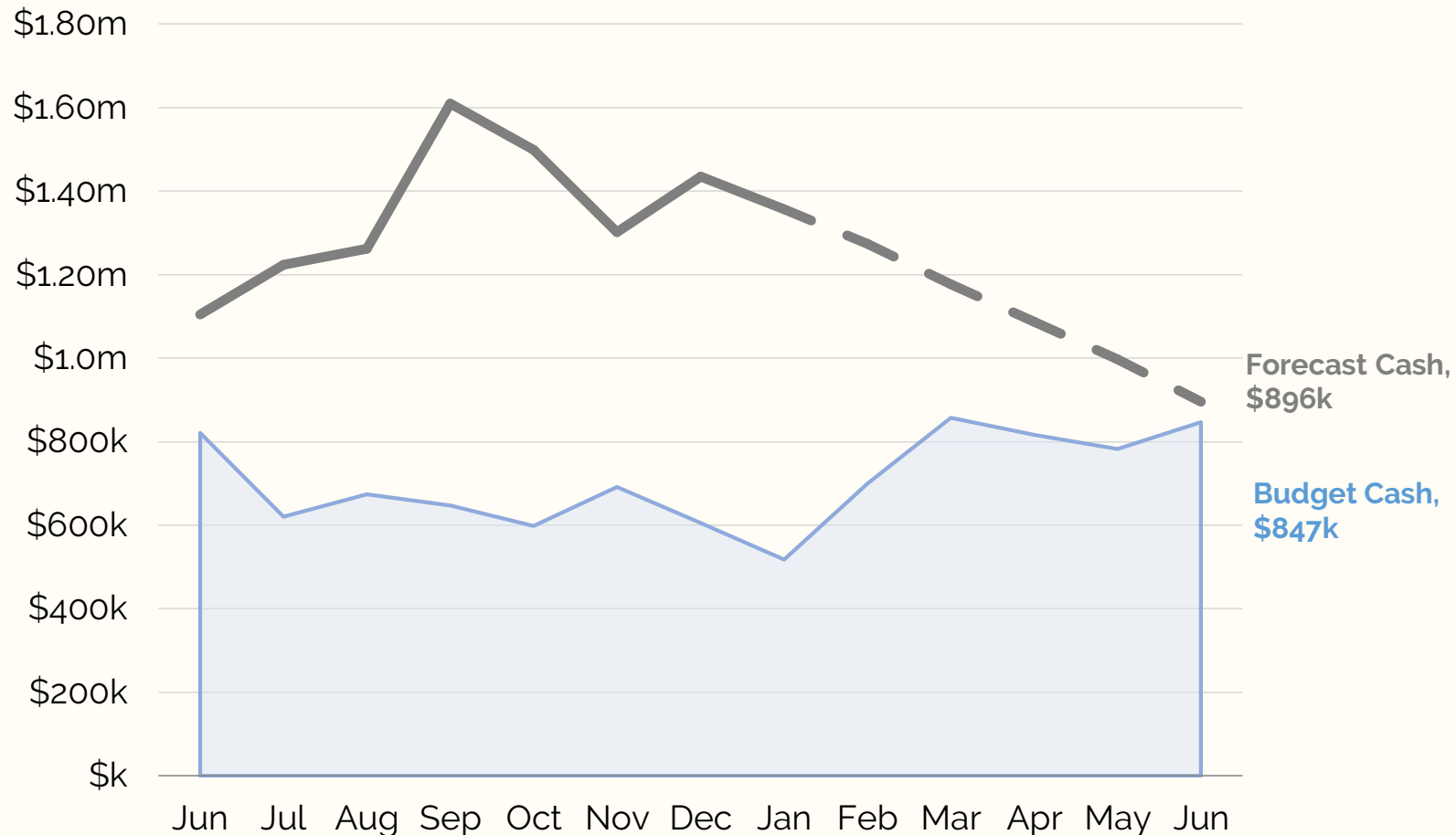
Revenue	12,230,960	11,628,137	602,823		Capital revenue of \$624,676 included in forecast. Title funding allocation decreased and food forecast adjusted down.
Expenses	12,439,644	11,602,557	(837,087)		Capital expenses of \$870,806 included in forecast. Operational expenses adjusted to 7 month average and projected expense through year end.
Net Income	(208,684)	25,580	(234,264)		
Cash Flow Adjustments	0	0	0		Cash forecast adjustment removed with capital revenue and expense included in forecast
Change in Cash	(208,684)	25,580	(234,264)		

Cash Flow Forecast

26 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$896k**, **\$49k** 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	26		From SY18-19 Budget
Jul	80	54	because
Aug	32	-49	bc
Sep	32	0	bc
Oct	29	-3	
Nov	30	2	Adjusted forecast based on actual spending for FY19.
Dec	28	-3	Forecast adjusted to reflect revenue and expense projections
Jan	26	-2	Revised financial projection to include capital expense and revenue
Feb			
Mar			
Apr			
May			
Jun			

Monthly Financials

	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	97,351	153,450	153,450	153,450	153,450	153,450	3,337,620
State Revenue	550,777	547,142	900,980	688,931	761,701	679,452	697,026	697,451	697,451	697,451	697,451	697,451	8,313,263
Federal Revenue	3,809	0	65,080	63,947	40,961	45,651	71,885	57,749	57,749	57,749	57,749	57,749	580,077
Total Revenue	942,077	905,323	1,383,830	1,061,336	1,384,808	1,144,077	866,262	908,649	908,649	908,649	908,649	908,649	12,230,960
Expenses													
Salaries	368,866	405,558	434,086	450,098	433,826	434,851	437,456	432,750	444,250	437,834	437,834	449,334	5,166,743
Benefits and Taxes	117,378	121,517	126,380	127,200	123,231	125,614	129,979	131,932	132,459	132,855	132,855	133,382	1,534,782
Staff-Related Costs	19,498	5,083	12,056	6,613	4,995	4,576	4,125	9,171	9,171	9,171	9,171	9,171	102,800
Rent	46,072	53,432	49,618	48,943	50,199	50,919	49,684	49,000	49,000	49,000	49,000	49,000	593,866
Occupancy Service	40,606	135,981	169,681	189,119	730,927	210,635	89,965	106,397	106,397	106,397	106,397	106,397	2,098,899
Student Expense, Direct	70,699	97,366	132,595	120,465	76,798	71,706	77,844	90,955	90,955	90,955	90,955	90,955	1,102,249
Student Expense, Indirect	0	0	26,966	34,169	26,218	18,771	18,582	25,059	25,059	25,059	25,059	25,059	250,000
Office & Business Expense	86,980	86,691	50,904	53,787	47,247	47,733	72,309	55,826	55,826	55,826	55,826	55,826	724,780
Transportation	0	2,458	88	119,876	70,901	55,852	62,925	69,837	69,837	69,837	69,837	69,837	661,282
Interest	20,461	21,063	21,054	21,303	22,200	-11,838	0	22,000	22,000	22,000	22,000	22,000	204,242
Total Ordinary Expenses	770,560	929,151	1,023,428	1,171,572	1,586,541	1,008,820	942,870	992,926	1,004,953	998,932	998,932	1,010,959	12,439,644
Total Expenses	770,560	929,151	1,023,428	1,171,572	1,586,541	1,008,820	942,870	992,926	1,004,953	998,932	998,932	1,010,959	12,439,644
Net Income	171,518	-23,828	360,402	-110,236	-201,733	135,257	-76,608	-84,277	-96,304	-90,283	-90,283	-102,310	-208,684
Cash Flow Adjustments	-52,729	63,096	-13,141	-794	5,009	-2,153	-1,459	434	434	434	434	434	0
Change in Cash	118,789	39,268	347,261	-111,030	-196,724	133,104	-78,067	-83,843	-95,870	-89,849	-89,849	-101,876	-208,684

	Previous Year End	Current
	6/30/2018	1/31/2019

Assets

Current Assets

Cash	1,104,449	1,357,050
Intercompany Transfers	0	0
Total Current Assets	1,104,449	1,357,050

Total Assets	1,104,449	1,357,050
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Liabilities and Equity**Liabilities**

Current Liabilities

Other Current Liabilities	-33,084	-36,723
Accounts Payable	4,422	5,890
Total Current Liabilities	-28,662	-30,833

Total Long-Term Liabilities	0	0
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Total Liabilities	-28,662	-30,833
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Equity

Unrestricted Net Assets	1,133,109	1,133,109
Net Income	0	254,772

Total Equity	1,133,109	1,387,881
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QUESTIONS?

Please contact your EdOps Finance Specialist:

Paul Greenwood

paul@ed-ops.com

415-359-3995

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Financial Reporting Change January 2019

- As of Jan 2019, Capital Revenue and Expenditures are included in the Annual Forecast under Local Revenue.
- Previous financials have included Capital Revenue and Expenditures in the YTD actuals, and were not added to the forecasted revenue and expense.
- To illustrate a comparison, see highlighted cells in **Comparison without Capital**. The Net Income forecast would be \$37,445 if capital REV and EXP were not included.

INCOME	JAN	COMPARISON WITHOUT CAPITAL
Local Revenue	3,337,620	2,712,944
State Revenue	8,313,263	8,313,263
Federal Revenue	580,077	580,077
Total Revenue	12,230,960	11,606,284
EXPENSE		
Salaries	5,166,743	5,166,743
Benefits and Taxes	1,534,782	1,534,782
Staff-Related Costs	102,800	102,800
Rent	593,866	593,866
Occupancy Service	2,098,899	1,228,093
Student Expense, Direct	1,102,249	1,102,249
Student Expense, Indirect	250,000	250,000
Office & Business Expense	724,780	724,780
Transportation	661,282	661,282
Total Expenses	12,235,402	11,364,596
Net Operating Income	(4,442)	241,688
Interest	204,242.00	204,242.00
Total Extraordinary Expenses	204,242.00	204,242.00
Total Expenses	12,439,644.00	11,568,837.69
Net Income	(208,684.20)	37,445.91

Coversheet

January Check Register

Section: IV. January Financials
Item: B. January Check Register
Purpose: Vote
Submitted by:
Related Material: January Check Register.pdf

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Check Register by Type

Page: 1
User ID: PAUL

Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID: 1		
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1603735	01/18/2019	X			ATT	AT&T	774.82
1603736	01/30/2019	X			UHCBS	UHCBS REIMBURSEMENT	2,970.93
1603737	01/03/2019	X			BCBS	BLUE CROSS AND BLUE SHELDF OF KANSAS CITY	57,926.26
1603738	01/08/2019	X			UNUM	UNUM LIFE INSURANCE COMPANY OF AMERICA	2,679.37
1603739	01/08/2019	X			HVH	HISTORIC VIRGINIA HOTEL, LLC	14,500.00
1603740	01/28/2019	X			KCPL	KCP&L	16,215.98
1603741	01/22/2019	X			HARTFORD	THE HARTFORD INSURANCE COMPANY	1,763.60
1603742	01/25/2019	X			HANOVER	THE HANOVER INSURANCE CO	7,520.27
1603743	01/10/2019	X			REPUBLIC	REPUBLIC SERVICES #468	563.39
1603744	01/14/2019	X			GOOGLEF	GOOGLE FIBER	130.00
1603745	01/10/2019	X			UNITED	UNITED HEALTH CARE INSURANCE COMPANY	1,013.42
1603746	01/02/2019	X			CAKCESTAT	CROSSROADS REAL ESTATE COMPANY	27,899.00
1603748	01/03/2019	X			COMMERCE	COMMERCE BANK	3,261.61
1603754	01/09/2019	X			COMMERCECC	COMMERCE BANK - COMMERCIAL CARDS	28,459.56
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Check Type Total: Automatic Payment			Void Total:		0.00	Total without Voids: 165,678.21	

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1760	01/08/2019	X			HINKSTA	STACEY HINKLE	199.22
1761	01/23/2019	X			BRADDYFELI	FELICIS BRADDY	65.00
72363566	01/02/2019	X			MIDWESTA	MIDWEST ACOUSTICS, INC	270.00
72363567	01/02/2019	X			ISS	ISS FACILITY SERVICES - KC	1,890.91
72363568	01/02/2019	X			ISS	ISS FACILITY SERVICES - KC	1,849.66
72363569	01/02/2019	X			ISS	ISS FACILITY SERVICES - KC	881.43
72363570	01/02/2019	X			STRASSER	STRASSER TRUE VALUE	26.53
72363571	01/02/2019	X			DESIGN	DESIGN MECHANICAL	1,217.88
72363572	01/02/2019	X			DESIGN	DESIGN MECHANICAL	147.00
72363573	01/02/2019	X			SPENCER	SPENCER FANE BRITT & BROWNE LLP	535.00
72363574	01/02/2019	X			PARALLEL	Parallel Employment Group	2,221.80
72363575	01/02/2019	X			PARALLEL	Parallel Employment Group	1,134.36
72363576	01/02/2019	X			THYSSELEV	THYSSENKRUPP ELEVATOR CORP	399.00
72363577	01/02/2019	X			DESIGN	DESIGN MECHANICAL	360.00
72363578	01/02/2019	X			DESIGN	DESIGN MECHANICAL	299.00
72363579	01/02/2019	X			OTIS	OTIS ELEVATOR	112.79
72363580	01/02/2019	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	0.46
72363581	01/02/2019	X			OTIS	OTIS ELEVATOR	1,589.58
72363769	01/02/2019	X			RM39	ROOM 39 LLC	939.00
72363770	01/02/2019	X			MEDELLIN	Medellin Landscaping & Gardening	25.00
72363771	01/02/2019	X			LEXINGTON	LEXINGTON PLUMBING & HEATING CO INC	272.50
72363772	01/02/2019	X			IRESQ	IResQ	89.10
72363773	01/02/2019	X			AMERDINING	AMERICAN FOOD & VENDING CORP	6,614.40
72363914	01/02/2019	X			MARRIOTTK	MARRIOTT, KRISTEN	58.40
72363915	01/02/2019	X			SCHUKAR	KARA SCHUMACHER	60.84
72363916	01/02/2019	X			CCAMAZON	AMAZON.COM	370.00
72371176	01/08/2019	X			EXPLORE	ExploreLearning	1,965.00
72371177	01/08/2019	X			MDSI	MD SOLUTIONS INTERNATIONAL (MDSI)	300.00
72371178	01/08/2019	X			PARALLEL	Parallel Employment Group	2,356.70
72371179	01/08/2019	X			PARALLEL	Parallel Employment Group	1,415.08
72371180	01/08/2019	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	15.50
72371181	01/08/2019	X			THYSSELEV	THYSSENKRUPP ELEVATOR CORP	331.59
72371182	01/08/2019	X			ATT	AT&T	75.23
72371183	01/08/2019	X			MARSHM	MARSH & MCLENNAN AGENCY, LLC INC	5,841.25
72371704	01/08/2019	X			KCTG	DBA KANSAS CITY TRANSPORTATION GROUP INC	6,422.00
72371705	01/08/2019	X			QHA	QUALITY HILL ASSOCIATES LLC	1,100.00
72371706	01/08/2019	X			AMMICRO	American Micro Digital Document Management	45.00

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72371707	01/08/2019	X			IRESQ	IResQ	98.10
72371708	01/08/2019	X			AMERDINING	AMERICAN FOOD & VENDING CORP	6,726.40
72372002	01/08/2019	X			FERGUSON	Ferguson Enterprises Inc # 215	5.37
72372003	01/08/2019	X			PAYPOOL	PAYPOOL	691.66
72372004	01/08/2019	X			DATAMAX	DATAMAX, INC	1,342.28
72372005	01/08/2019	X			DONALD	DONALD E MAXWELL, LLC	4,276.87
72372006	01/08/2019	X			EDOPS	EdOps	10,750.00
72372007	01/08/2019	X			MIDCON	MID-CON MANAGEMENT LLC	6,185.00
72372008	01/08/2019	X			TIERNEY	TIERNEY OFFICE PRODUCTS	534.30
72372009	01/08/2019	X			KELLY	KELLY SERVICES, INC	3,031.66
72372010	01/08/2019	X			CCAMAZON	AMAZON.COM	2,150.11
72394458	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	700.00
72394459	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	750.00
72394460	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	700.00
72394461	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	750.00
72394462	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	850.00
72394463	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	700.00
72394464	01/15/2019	X			PLAZAACADE	THE PLAZA ACADEMY	750.00
72394465	01/15/2019	X			BRDTRACK	BOARDONTRACK, INC	9,995.00
72394466	01/15/2019	X			MCREALTY	MC REALTY GROUP, LLC	7,665.48
72394467	01/15/2019	X			ISS	ISS FACILITY SERVICES - KC	1,268.88
72394468	01/15/2019	X			ISS	ISS FACILITY SERVICES - KC	18.02
72394469	01/15/2019	X			SPIRE	SPIRE	3,623.15
72394470	01/15/2019	X			CCGROUP	C & C GROUP	120.00
72394471	01/15/2019	X			PARALLEL	Parallel Employment Group	1,831.26
72394472	01/15/2019	X			PARALLEL	Parallel Employment Group	360.70
72394717	01/15/2019	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	256.84
72394718	01/15/2019	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	298.64
72394719	01/15/2019	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	606.47
72394720	01/15/2019	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	512.74
72395054	01/15/2019	X			FOLLY	FOLLY THEATER BUSINESS OFFICE	1,433.86
72395055	01/15/2019	X			OTIS	OTIS ELEVATOR	436.56
72395056	01/15/2019	X			DORMAUSA	Dorma USA Inc.	194.00
72395057	01/15/2019	X			AGUIRRECC	TONY AGUIRRE COMMUNITY CENTER	1,360.00
72395058	01/15/2019	X			IRESQ	IResQ	406.10
72395308	01/15/2019	X			BOYKCOU	COURTNEY BOYKIN	65.00
72395309	01/15/2019	X			CCAMAZON	AMAZON.COM	339.78
72395310	01/15/2019	X			21STCENT	21ST CENTURY THERAPY, P.C.	1,316.25
72395311	01/15/2019	X			KELLY	KELLY SERVICES, INC	447.94
72490262	01/29/2019	X			NILESHOME	NILES HOME FOR CHILDREN	650.00
72490263	01/29/2019	X			BUILKEEP	BUILDING KEEP	615.00
72490264	01/29/2019	X			ISS	ISS FACILITY SERVICES - KC	735.75
72490265	01/29/2019	X			VEOLIA	VEOLIA ENERGY	2,488.65
72490266	01/29/2019	X			BUILKEEP	BUILDING KEEP	415.00
72490267	01/29/2019	X			K12ITC	K12 ITC, INC.	13,301.47
72490268	01/29/2019	X			PINNACLE	PINNACLE	542.50
72490269	01/29/2019	X			OGLETREE	OGLETREE, DEAKINS, NASH, SMOAK & STEWART, P.C.	102.00
72490270	01/29/2019	X			THERMOTHR	THERMOTHREADZ	250.00
72490271	01/29/2019	X			THERMOTHR	THERMOTHREADZ	56.00
72490272	01/29/2019	X			KCBALLET	THE KANSAS CITY BALLET	2,450.00
72490273	01/29/2019	X			KCBH	KANSAS CITY BEHAVIORAL HEALTH Holdco, LLC.	6,688.00
72490274	01/29/2019	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
72490275	01/29/2019	X			ISS	ISS FACILITY SERVICES - KC	1,059.17
72490276	01/29/2019	X			ISS	ISS FACILITY SERVICES - KC	1,715.12
72490277	01/29/2019	X			ISS	ISS FACILITY SERVICES - KC	1,752.70
72490919	01/29/2019	X			LAWYROB	ROBERT LAWSON	2,000.00
72490920	01/29/2019	X			KPM	KPM CPA'S, P.C.	12,800.00

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72490921	01/29/2019	X			SOLI	SOLI AND SOLI INC	1,086.00
72490922	01/29/2019	X			MSBA	MISSOURI SCHOOL BOARDS ASSOCIATION	1,121.25
72490923	01/29/2019	X			CONCENTRA	CONCENTRA	123.00
72490924	01/29/2019	X			WALSWORTH	WALSWORTH	1,202.00
72490925	01/29/2019	X			LEXINGTON	LEXINGTON PLUMBING & HEATING CO INC	485.00
72490926	01/29/2019	X			ARTSASYLUM	The Arts Asylum	10,065.00
72490927	01/29/2019	X			IRESQ	IResQ	134.10
72490928	01/29/2019	X			OSGOOD	CHRIS OSGOOD	47.79
72490929	01/29/2019	X			OGLETREE	OGLETREE, DEAKINS, NASH, SMOAK & STEWART, P.C.	857.70
72490930	01/29/2019	X			YARDI	YARDI MARKETPLACE	578.26
72490931	01/29/2019	X			AMERDINING	AMERICAN FOOD & VENDING CORP	5,241.60
72491360	01/29/2019	X			FERGUSON	Ferguson Enterprises Inc # 215	95.00
72491361	01/29/2019	X			PARKDAN	DANIELLE PARKER	121.99
72491362	01/29/2019	X			TIERNEY	TIERNEY OFFICE PRODUCTS	148.66
72491363	01/29/2019	X			MCDOWELL	TYSIE MCDOWELL-RAY	240.00
72491364	01/29/2019	X			DATAMAX	DATAMAX, INC	276.02
72491365	01/29/2019	X			DATAMAX	DATAMAX, INC	439.62
72491366	01/29/2019	X			HIGENE	HI-GENE'S JANITORIAL	5,345.29
72491367	01/29/2019	X			DATAMAX	DATAMAX, INC	5,718.50
72491368	01/29/2019	X			HIGENE	HI-GENE'S JANITORIAL	7,969.80
72491369	01/29/2019	X			APPLEBUS	APPLE BUS COMPANY	56,502.75
72491370	01/29/2019	X			KELLY	KELLY SERVICES, INC	4,582.00
72491371	01/29/2019	X			CCAMAZON	AMAZON.COM	1,403.12
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