



Crossroads Charter Schools

June Board Meeting

Date and Time

Monday June 22, 2020 at 5:00 PM CDT

Location

Meeting ID

meet.google.com/ziw-iyog-dhp

Phone Numbers

510-939-0287

PIN: 495 023 468#

This Agenda has been posted on Thursday, March 26th, 2020

Agenda

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

C. Approve Minutes

Approve minutes for May Board Meeting on May 18, 2020

D. New Staff Introductions

II. Finance

- A. May Financials
- B. May Check Register
- C. FY21 Budget

III. Educational Excellence

- A. 2020-21 School Reopening Plan

IV. Governance

- A. Board Policy Updates
- B. Board Officers
- C. FY21 Insurance Renewal

V. Facilities

- A. Resolution to Receive Donated Property

VI. Operations

- A. Interim Executive Director

VII. Closed Session

- A. In pursuant to RSMo. 610.021 (13)

VIII. Closing Items

- A. Adjourn Meeting

Coversheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for May Board Meeting on May 18, 2020

APPROVED



Crossroads Charter Schools

Minutes

May Board Meeting

Date and Time

Monday May 18, 2020 at 5:00 PM

Location

Google Meet:

<https://meet.google.com/qwi-osza-iik>

Join by phone

+1 208-820-4831

PIN: 438 859 122#

This Agenda has been posted on Thursday, March 26th, 2020

Trustees Present

B. Sweetman (remote), C. Benner (remote), D. Yoder (remote), G. Valdovino (remote), J. Williams (remote), L. Weekly (remote), P. Hardwick (remote), R. Cattelino (remote)

Trustees Absent

None

Guests Present

D. Johnson (remote), R. Uptergrove (remote)

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

R. Cattelino called a meeting of the board of trustees of Crossroads Charter Schools to order on Monday May 18, 2020 at 5:03 PM.

C. Approve Minutes

D. Yoder made a motion to approve the minutes from April Board Meeting on 04-27-20.

L. Weekly seconded the motion.

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

II. Finance

A. April Financials

Daniel Yoder discussed the April Financial report.

Total Revenue: \$13,715,120

Total Expense: 12,572,217

B. April Check Register

J. Williams made a motion to Approve.

B. Sweetman seconded the motion.

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

C. FY20 and FY21 Budget and Fundraising

Dean Johnson provided an update on the current budget and insight to FY21 and what to expect from the COVID-19 pandemic and how it affects Crossroads.

D. Paycheck Protection Program Loan

Dean Johnson provided an update on this loan and how it will assist Crossroads.

III. Educational Excellence

A. 2020-2021 Enrollment Plan

D. Yoder made a motion to approve.

L. Weekly seconded the motion.

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

B. Summer School MOU

B. Sweetman made a motion to approve.

L. Weekly seconded the motion.

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

C. 2020-2021 Contingency Planning

Dean Johnson provided an update on the Crossroads planning for the next school year.

Committees for each department are being made and more resources will be offered and utilized to families.

IV. Facilities

A. GMP Change Order

B. Sweetman made a motion to approve.

C. Benner seconded the motion.

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

V. Governance

A. Operations Policy Update

B. Sweetman made a motion to approve.

J. Williams seconded the motion.

There was a address listed int he Operations Policy that needed to be updated.

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

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:10 PM.

Respectfully Submitted,

R. Uptergrove

D. Yoder made a motion to close the meeting.

L. Weekly seconded the motion.

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

Coversheet

May Financials

Section: II. Finance
Item: A. May Financials
Purpose: FYI
Submitted by:
Related Material: CCS - Monthly Presentation - May 2020.pdf



May 2020 Financials

PREPARED **JUNE 2020** BY

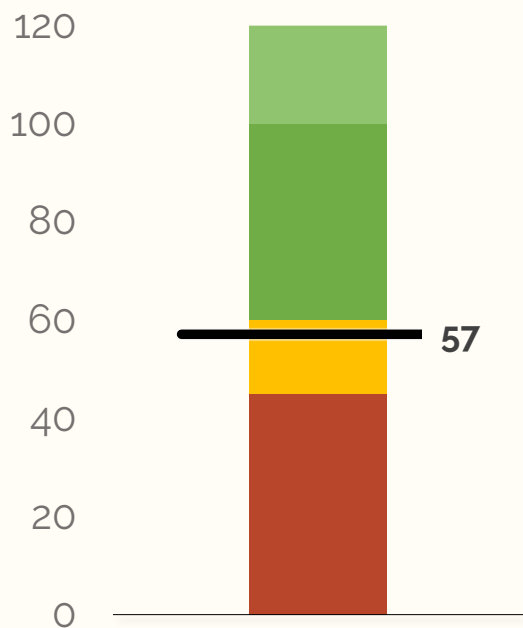


- **Key Performance Indicators**
- **Forecast Overview**
- **Cash Forecast**
- **Forecast History**
- **Key Forecast Changes This Month**
- **Notable Forecast Variances**
- **Appendix: Financials**

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

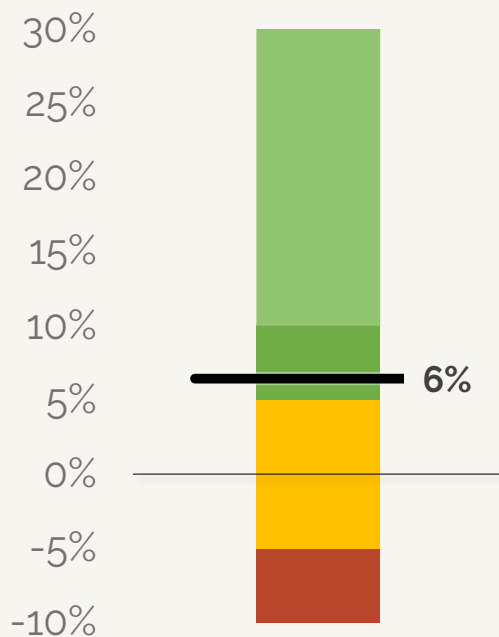


57 DAYS OF CASH AT YEAR'S END

The school will end the year with 57 days of cash. This is below the recommended 60 days, and 17 less day(s) than last month

Gross Margin

Revenue less expenses, divided by revenue



6% GROSS MARGIN

The forecasted net income is \$1.0m, which is \$891k above the budget. It yields a 6% gross margin.

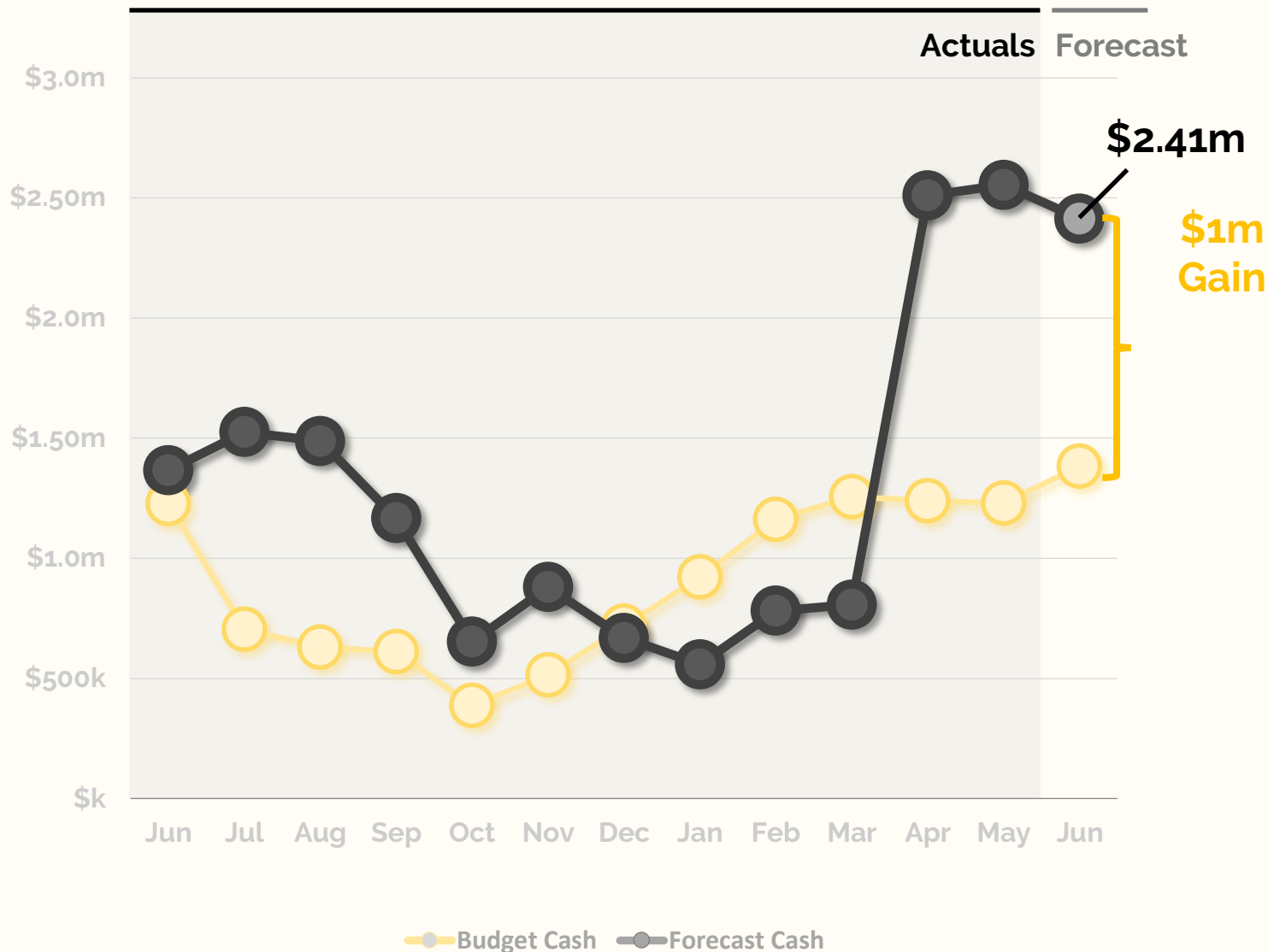
Forecast Overview

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$16m	\$14m	\$2m		Driven by decreased State Revenue due to enrollment and funding formula, offset by COVID funding and unbudgeted capital .
Expenses	\$15m	\$14m	-\$1.1m		Driven by Technology purchase, unbudgeted Capital expense and operational adjustments.
Net Income	\$1m	\$156k	\$891k		

Cash Flow Forecast

57 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$2.41m**, **\$1m** above budget.

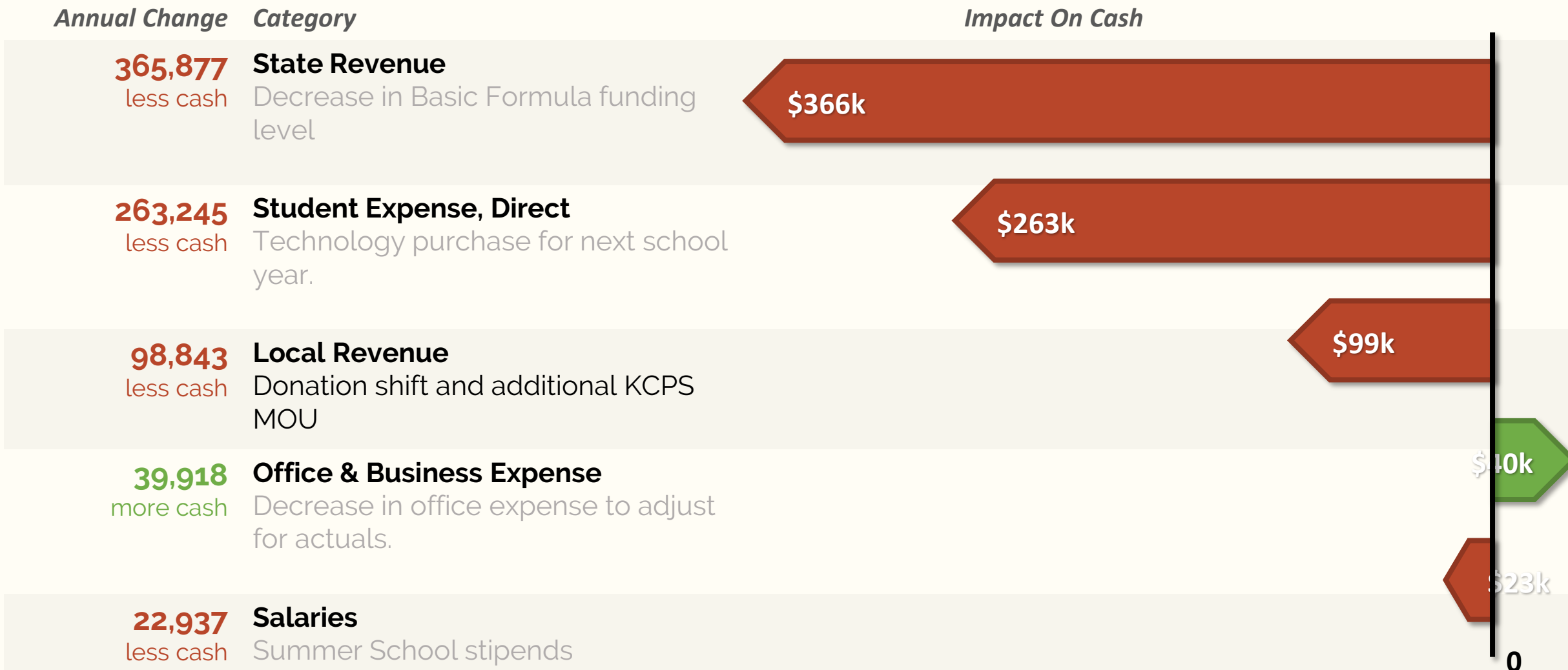


Forecast History of June 30, 2020 Cash Balance

Source	Days of Cash at 6/30/20	Change	Description of change
Budget	35		From SY18-19 Budget
Jul	38	3	FY19 cash higher than forecast
Aug	35	-3	Adjustment to Student Direct and Capital Expenses
Sep	38	2	Adjusted forecast to include Capital Revenue and Expense, adjusted state WADA...
Oct	37	-1	ADJ ADA and Facilities expense
Nov	38	1	Adjusted local and state revenue
Dec	30	-7	Adjusted ADA and staffing
Jan	30	0	Increased Revenue and Expense balanced by decreased capital expenses.
Feb	30	0	
Mar	38	7	ADJ due to COVID closure
Apr	75	37	PPP and COVID related funding
▶ May	57	-18	State formula reduction, adjusted expense and revenue for end of year
Jun			

Key Forecast Changes This Month

The May forecast **decreased** the year-end cash expectation by **-\$706k**. Key changes:





QUESTIONS?

Please contact your EdOps Finance Specialist:

Paul Greenwood

paul@ed-ops.com

415-359-3995

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	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
Revenue							
Local Revenue	4,569,954	2,507,838	2,062,116	5,114,621	2,643,447	2,471,174	544,667
State Revenue	9,452,062	9,799,958	(347,896)	9,941,075	10,878,837	(937,762)	489,013
Federal Revenue	896,947	594,370	302,577	1,206,484	706,737	499,747	309,536
Total Revenue	14,918,963	12,902,166	2,016,797	16,262,180	14,229,021	2,033,159 ①	1,343,217
Expenses							
Salaries	5,449,986	5,482,010	32,025	5,949,325	5,980,375	31,050	499,339
Benefits and Taxes	1,646,555	1,696,921	50,366	1,800,086	1,851,186	51,100	153,531
Staff-Related Costs	64,092	120,083	55,992	68,007	131,000	62,993	3,915
Rent	536,764	518,746	(18,017)	565,905	565,905	0	29,141
Occupancy Service	1,195,657	1,070,384	(125,273)	1,258,816	1,167,692	(91,124)	63,159
Student Expense, Direct	2,106,727	2,284,460	177,733	2,701,170	2,492,138	(209,031)	594,442
Student Expense, Indirect	249,732	264,917	15,185	261,982	289,000	27,018	12,250
Office & Business Expense	701,974	667,509	(34,464)	767,501	728,192	(39,309)	65,527
Transportation	561,413	597,855	36,441	561,413	652,205	90,792	0
Total Ordinary Expenses	12,512,899	12,702,885	189,986	13,934,204	13,857,693	(76,511)	1,421,305
Net Operating Income	2,406,064	199,281	2,206,783	2,327,976	371,328	1,956,648	(78,088)
Extraordinary Expenses							
Interest and Capital Expenses	1,215,592	197,083	(1,018,509)	1,280,438	215,000	(1,065,438)	64,845
Total Extraordinary Expenses	1,215,592	197,083	(1,018,509)	1,280,438	215,000	(1,065,438)	64,845
Total Expenses	13,728,491	12,899,969	(828,523)	15,214,641	14,072,693	(1,141,948) ②	1,486,150
Net Income	1,190,472	2,197	1,188,275	1,047,538	156,328	891,211 ③	(142,934)
Cash Flow Adjustments	(3,256)	-	(3,256)	(0)	-	(0)	3,256
Change in Cash	1,187,216	2,197	1,185,019	1,047,538	156,328	891,211	(139,678)

① REVENUE: \$2M AHEAD

Impacted largely by PPP funding (1.42mil) and KCPS MOU. State Funding deficit due a combination of student enrollment and decreased formula funding. State funding per WADA is \$473 less than budgeted, an impact of \$365k decline. Federal Revenue ahead due to CSP grant.

② EXPENSES: \$1.1M BEHIND

Technology expense shifted to FY21 and expenses adjusted for school closure. Capital expense are forecast to be above budget by 1Mil, as expenses for capital renovation was not included in the budget.. However, this is offset by adjustments in expense and capital fundraising.

③ NET INCOME: \$891K ahead

Actual

Forecast

Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	450,804	182,434	132,423	169,978	468,935	298,718	147,047	125,020	332,354	1,859,471	402,770	544,667	5,114,621
State Revenue	640,128	868,578	1,100,747	883,136	841,015	852,981	899,250	904,427	845,182	893,733	722,886	489,013	9,941,075
Federal Revenue	4,889	0	0	113,318	69,121	60,815	38,881	347,759	106,670	77,307	78,187	309,536	1,206,484
Total Revenue	1,095,821	1,051,011	1,233,170	1,166,432	1,379,070	1,212,514	1,085,179	1,377,206	1,284,206	2,830,510	1,203,843	1,343,217	16,262,180
Expenses													
Salaries	440,012	480,259	509,587	531,586	495,993	519,538	492,738	496,298	506,499	483,955	493,520	499,339	5,949,325
Benefits and Taxes	133,738	147,012	148,478	153,782	149,569	151,290	153,862	153,918	155,700	149,476	149,730	153,531	1,800,086
Staff-Related Costs	9,575	3,561	7,842	4,205	691	26,914	992	2,338	6,280	1,764	-70	3,915	68,007
Rent	38,757	61,162	37,492	71,104	31,214	49,427	70,588	33,199	32,499	60,224	51,099	29,141	565,905
Occupancy Service	91,372	100,314	174,546	106,748	61,093	132,815	101,109	94,959	190,570	51,657	90,473	63,159	1,258,816
Student Expense, Direct	121,935	67,823	166,943	393,784	213,622	233,820	153,829	190,668	180,112	186,590	197,601	594,442	2,701,170
Student Expense, Indirect	0	172	30,875	35,592	20,596	43,234	11,463	27,125	23,153	40,298	17,225	12,250	261,982
Office & Business Expense	100,905	54,029	54,521	82,183	42,982	80,852	61,508	58,568	45,325	32,623	88,478	65,527	767,501
Transportation	7,979	2,976	69,560	76,924	8,071	155,158	61,831	61,726	73,610	0	43,579	0	561,413
Interest	28,475	108,554	368,468	222,409	138,737	32,733	84,552	36,557	48,735	121,735	24,639	64,845	1,280,4338
Total Ordinary Expenses	972,749	1,025,861	1,568,312	1,678,316	1,162,568	1,425,781	1,192,472	1,155,356	1,262,481	1,128,321	1,156,274	1,486,150	15,214,641
Total Expenses	972,749	1,025,861	1,568,312	1,678,316	1,162,568	1,425,781	1,192,472	1,155,356	1,262,481	1,128,321	1,156,274	1,486,150	15,214,641
Net Income	123,073	25,150	-335,142	-511,884	216,502	-213,267	-107,293	221,850	21,725	1,702,189	47,569	-142,934	1,047,538
Cash Flow Adjustments	35,763	-62,509	13,527	-1,113	9,960	2,251	-2,855	1,303	3,846	89	-3,517	3,256	0
Change in Cash	158,836	-37,359	-321,615	-512,997	226,462	-211,016	-110,149	223,153	25,571	1,702,278	44,053	-139,678	1,047,538

	<i>Previous Year End</i>	<i>Current</i>
	<i>6/30/2019</i>	<i>5/31/2020</i>
Assets		
Current Assets		
Intercompany Transfers	0	0
Cash	1,366,542	2,553,758
Accounts Receivable	0	0
Total Current Assets	1,366,542	2,553,758
Total Assets	1,366,542	2,553,758
Liabilities and Equity		
Liabilities		
Current Liabilities		
Other Current Liabilities	-29,264	-32,520
Total Current Liabilities	-29,264	-32,520
Total Long-Term Liabilities	0	0
Total Liabilities	-29,264	-32,520
Equity		
Unrestricted Net Assets	1,395,804	1,395,804
Net Income	0	1,190,472
Total Equity	1,395,804	2,586,276

Coversheet

May Check Register

Section: II. Finance
Item: B. May Check Register
Purpose: Vote
Submitted by:
Related Material: CheckRegisterbyType.pdf

Crossroads Charter Schools
06/11/2020 7:11 PM

Check Register by Type

Page: 1
User ID: PAUL

Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID: 1		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
1604042	05/01/2020	X			COMMERCE	COMMERCE BANK	3,261.61
1604043	05/01/2020	X			CAKCESTAT	CROSSROADS REAL ESTATE COMPANY	27,899.00
1604045	05/12/2020	X			ATT	AT&T	1,728.50
1604046	05/05/2020	X			BCBS	BLUE CROSS AND BLUE SHELD OF KANSAS CITY	64,242.73
1604047	05/06/2020	X			UNUM	UNUM LIFE INSURANCE COMPANY OF AMERICA	3,004.97
1604048	05/12/2020	X			HVH	HISTORIC VIRGINIA HOTEL, LLC	22,000.00
1604049	05/23/2020	X			HARTFORD	THE HARTFORD INSURANCE COMPANY	0.00
1604050	05/27/2020	X			HANOVER	THE HANOVER INSURANCE CO	0.00
1604051	05/14/2020	X			GOOGLEF	GOOGLE FIBER	130.00
1604052	05/30/2020	X			PAYLOCITY	PAYLOCITY	5,482.86
1604053	05/28/2020	X			EVERGY	EVERGY	15,355.58
1604054	05/28/2020	X			BENEFLEX	BENEFLEX	169.45
1604055	05/20/2020	X			COMMERCE	COMMERCE BANK	0.00
1604079	05/12/2020	X			COMMERCE	COMMERCE BANK	2,250.08
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 145,524.78
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 145,524.78

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
74292146	05/05/2020	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	651.00
74292147	05/05/2020	X			OTIS	OTIS ELEVATOR	1,630.98
74292148	05/05/2020	X			DBLEGAL	D&B LEGAL SERVICES	23.76
74292149	05/05/2020	X			OTIS	OTIS ELEVATOR	116.49
74292150	05/05/2020	X			ENTEGRITY	ENTEGRITY ENERGY PARTNERS LLC	23,800.00
74292151	05/05/2020	X			BRIDGGI	Bridging the Gap Interpreting	225.50
74292152	05/05/2020	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	651.00
74292153	05/05/2020	X			WHCKCTLLC	WHC KCT, LLC	4,007.00
74292154	05/05/2020	X			ISS	ISS FACILITY SERVICES - KC	2,282.23
74292155	05/05/2020	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	60.50
74292156	05/05/2020	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	345.00
74292157	05/05/2020	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	29.50
74292158	05/05/2020	X			ISS	ISS FACILITY SERVICES - KC	2,148.14
74292159	05/05/2020	X			ISS	ISS FACILITY SERVICES - KC	3,357.69
74292160	05/05/2020	X			K12ITC	K12 ITC, INC.	13,296.50
74292161	05/05/2020	X			WHCKCTLLC	WHC KCT, LLC	6,550.00
74292162	05/05/2020	X			MCREALTY	MC REALTY GROUP, LLC	8,164.23
74292309	05/05/2020	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	75.00
74292310	05/05/2020	X			YARDI	YARDI MARKETPLACE	468.63
74292311	05/05/2020	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
74292312	05/05/2020	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
74292313	05/05/2020	X			CONCENTRA	CONCENTRA	64.00
74292314	05/05/2020	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	16.53
74292315	05/05/2020	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	7.94
74292520	05/05/2020	X			SOLI	SOLI AND SOLI INC	7,921.00
74292521	05/05/2020	X			EXPLORE	ExploreLearning	1,500.00
74292522	05/05/2020	X			BLACKBAUD	BLACKBAUD	711.48
74292523	05/05/2020	X			QHA	QUALITY HILL ASSOCIATES LLC	1,200.00
74292524	05/05/2020	X			STASON	STASON, LLC	190.07
74292525	05/05/2020	X			AMMICRO	American Micro Digital Document Management	45.00
74292825	05/05/2020	X			PSMITH	PAIGE SMITH	20.90
74292826	05/05/2020	X			ATRONIC	ATRONIC ALARMS INC	108.00
74292827	05/05/2020	X			ATRONIC	ATRONIC ALARMS INC	140.00
74292828	05/05/2020	X			ATRONIC	ATRONIC ALARMS INC	144.00
74292829	05/05/2020	X			DSTREALITY	DST REALITY	300.00
74292830	05/05/2020	X			PAYPOOL	PAYPOOL	474.00
74292831	05/05/2020	X			CENTRAL	THE CENTRAL EXCHANGE	2,109.42
74292832	05/05/2020	X			DONALD	DONALD E MAXWELL, LLC	5,100.00

Crossroads Charter Schools
06/11/2020 7:11 PM

Check Register by Type

Page: 2
User ID: PAUL

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
74292833	05/05/2020	X			EDOPS	EdOps	10,250.00
74292834	05/05/2020	X			APPLEBUS	APPLE BUS COMPANY	33,022.22
74292835	05/05/2020	X			KELLY	KELLY SERVICES, INC	526.56
74292836	05/05/2020	X			AMERDINING	AMERICAN FOOD & VENDING CORP	9,425.00
74292837	05/05/2020	X			HIGENE	HI-GENE'S JANITORIAL	17,239.85
74294036	05/06/2020	X			GORDONSYLV	SYLVESTER TODD GORDON	2,700.00
74294037	05/06/2020	X			TURNER	TURNER CONSTRUCTION	24,638.58
74305498	05/12/2020	X			STRASSER	STRASSER TRUE VALUE	30.00
74305499	05/12/2020	X			ISS	ISS FACILITY SERVICES - KC	426.00
74305500	05/12/2020	X			ISS	ISS FACILITY SERVICES - KC	424.73
74305501	05/12/2020	X			ISS	ISS FACILITY SERVICES - KC	1,159.13
74305502	05/12/2020	X			USPS	USPS	240.00
74305503	05/12/2020	X			SWOPE	SWOPE CORRIDOR RENAISSANCE/UPPER ROOM, INC.	76,025.76
74305504	05/12/2020	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	651.00
74305505	05/12/2020	X			NILESHOME	NILES HOME FOR CHILDREN	3,120.00
74305506	05/12/2020	X			SPIRE	SPIRE	2,875.17
74305507	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305508	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305509	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305510	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305511	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305512	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305513	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305514	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305515	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305516	05/12/2020	X			PLAZAACADE	THE PLAZA ACADEMY	1,100.00
74305517	05/12/2020	X			GENERALFIR	GENERAL FIRE SPRINKLER COMPANY, LLC	322.00
74305682	05/12/2020	X			THYSSELEV	THYSSENKRUPP ELEVATOR CORP	342.47
74305823	05/12/2020	X			SHERWINWM	SHERWIN WILLIAMS	106.29
74305996	05/12/2020	X			SUMNER	DATAMAX, INC	1,342.28
74305997	05/12/2020	X			SUMNER	DATAMAX, INC	4,228.18
74305998	05/12/2020	X			GORDONSYLV	SYLVESTER TODD GORDON	2,700.00
74365070	05/19/2020	X			K12ITC	K12 ITC, INC.	13,296.50
74365071	05/19/2020	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	60.50
74365072	05/19/2020	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	29.50
74365073	05/19/2020	X			MCREALTY	MC REALTY GROUP, LLC	8,164.23
74365074	05/19/2020	X			FSG	FACILITY SOLUTIONS GROUP	639.50
74365075	05/19/2020	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	345.00
74365076	05/19/2020	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	651.00
74365077	05/19/2020	X			BUSIMPACT	BUSINESS IMPACT GROUP	1,061.02
74365078	05/19/2020	X			SWOPE	SWOPE CORRIDOR RENAISSANCE/UPPER ROOM, INC.	76,025.76
74365079	05/19/2020	X			MORAALJAN	ALEJANDRA MORA	94.00
74365080	05/19/2020	X			VEOLIA	VEOLIA ENERGY	1,181.15
74365081	05/19/2020	X			ISS	ISS FACILITY SERVICES - KC	4,666.82
74365082	05/19/2020	X			PROGRESSIV	PROGRESSIVE ELECTRONICS, INC.	776.00
74365083	05/19/2020	X			PROGRESSIV	PROGRESSIVE ELECTRONICS, INC.	84.00
74365437	05/19/2020	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
74365438	05/19/2020	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
74365439	05/19/2020	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	50.00
74365794	05/19/2020	X			KPM	KPM CPA'S, P.C.	3,000.00
74365795	05/19/2020	X			SOLI	SOLI AND SOLI INC	6,291.00
74365796	05/19/2020	X			MIDWEST	MIDWEST TECHNOLOGY CONNECTION	50.00
74365797	05/19/2020	X			PREPKC	PREP-KC	1,000.00
74366185	05/19/2020	X			21STCENT	21ST CENTURY THERAPY, P.C.	1,706.25
74366186	05/19/2020	X			AMERDINING	AMERICAN FOOD & VENDING CORP	4,225.00
74366187	05/19/2020	X			AMAZON	AMAZON	4,561.41
74366188	05/19/2020	X			EDOPS	EdOps	10,250.00

Crossroads Charter Schools
06/11/2020 7:11 PM

Check Register by Type

Page: 3
User ID: PAUL

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
74366189	05/19/2020	X			HIGENE	HI-GENE'S JANITORIAL	5,435.00
74387987	05/27/2020	X			ALLNATIONS	ALL NATIONS FLAG	47.00
74388145	05/27/2020	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	179.70
74388146	05/27/2020	X			CONCENTRA	CONCENTRA	64.00
74388147	05/27/2020	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	15.70
74388148	05/27/2020	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	8.73
74388677	05/27/2020	X			JVSCONSUL	JVS CONSULTING	2,700.00
74388678	05/27/2020	X			AMERDINING	AMERICAN FOOD & VENDING CORP	3,575.00
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Grand Total:					Void Total:	0.00	Total without Voids: 586,689.26

Coversheet

FY21 Budget

Section:	II. Finance
Item:	C. FY21 Budget
Purpose:	Vote
Submitted by:	
Related Material:	FY21 Budget.pdf FIN COMM_06182020.pdf

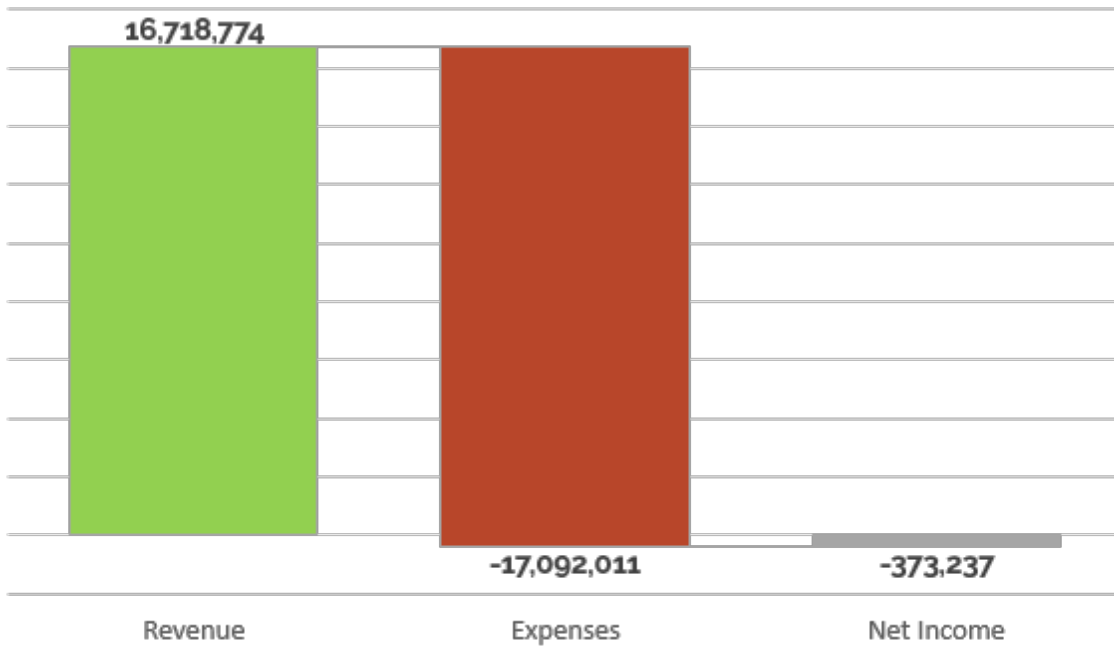


SY20-21 Budget

Contents

- **Budget Summary**
- **Key Performance Indicators**
- **Enrollment Assumptions**
- **Revenue and Expense Detail**
- **Appendices**

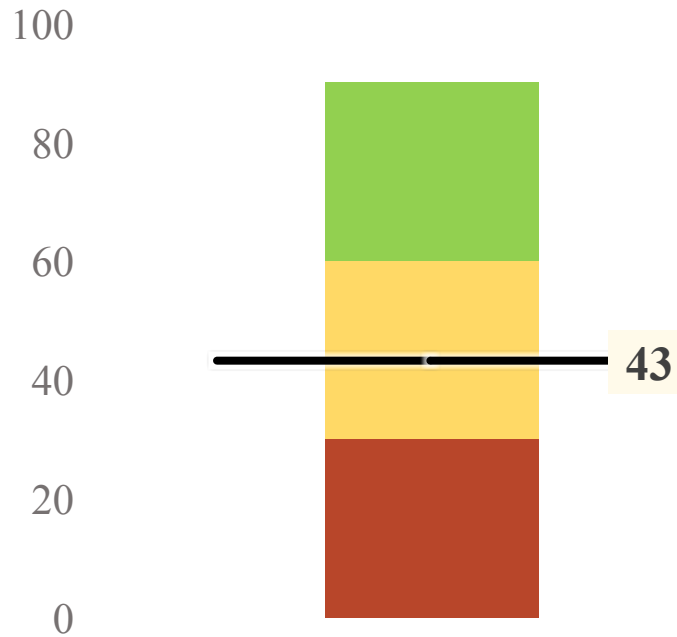
Budget Summary | Net Income



Revenue	16,718,774
Expenses	17,092,011
Net Income	-373,237

Key Performance Indicators

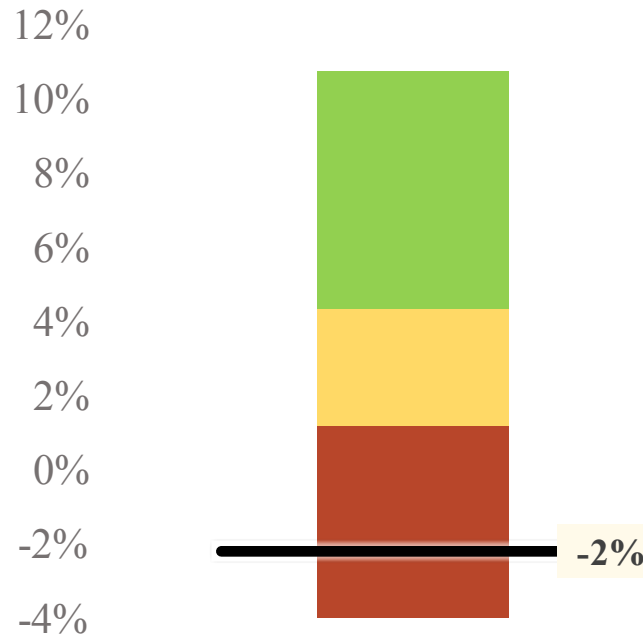
Days of Cash



43 DAYS OF CASH AT YEAR'S END

The school's 43 days of cash is below the EdOps recommended 60 days of cash.

Gross Margin



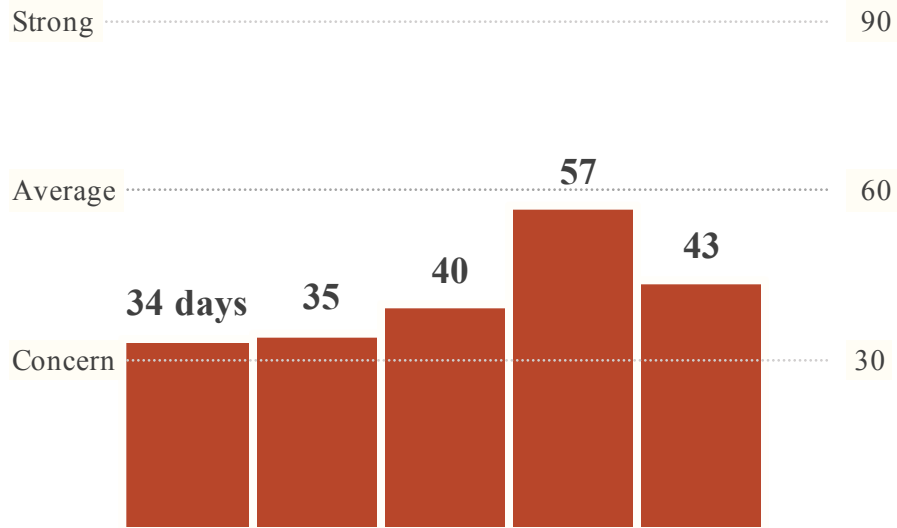
-2% GROSS MARGIN

The forecasted net income is \$-373K with 16.7m in revenue. It yields a -2% gross margin.

Starting Cash	2,414,080
Net Income	-373,237
Ending Cash	2,040,844

Key Performance Indicators | In Context

Historical Context: Days of Cash



STANDARD PERFORMER

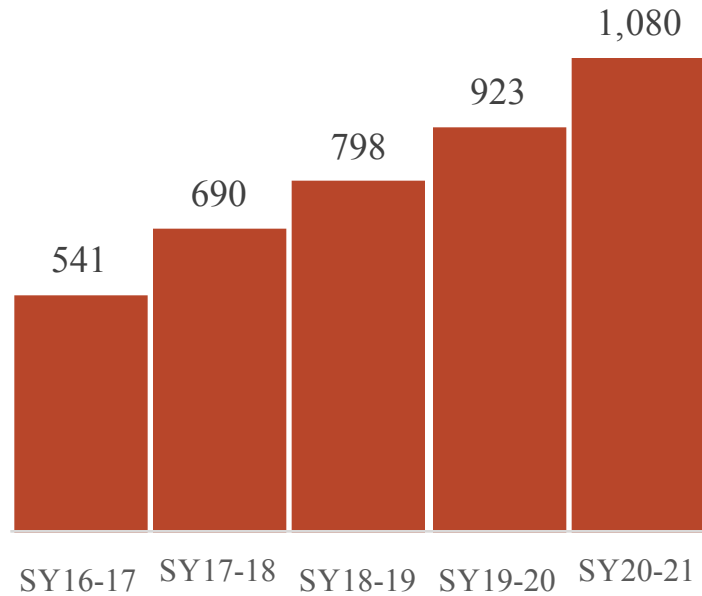
The budget predicts an ending cash balance that will provide 43 days of cash. The school is an average performer based on having 60+ days of cash on hand. A strong performer is 90+ days of cash on hand

43 DAYS OF CASH AT YEAR'S END

The budget expects that Crossroads will end the year with 43 days of cash, which is 14 days worse than the cash forecast for 6/30/20.

Enrollment Assumptions

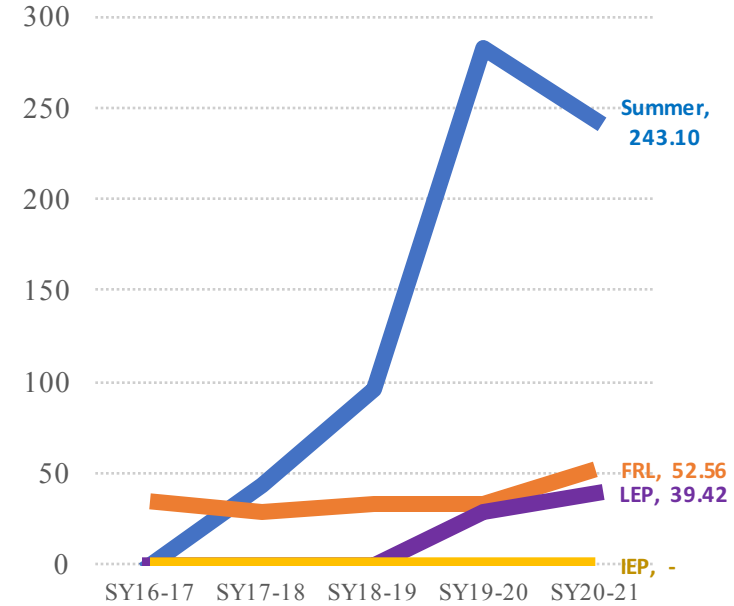
Enrollment



INCREASING ENROLLMENT

Whether distributed through the state of Missouri, or the federal government, all gov't revenue represents 74% of CCS budget which is driven by student enrollment.

Special Populations WADA

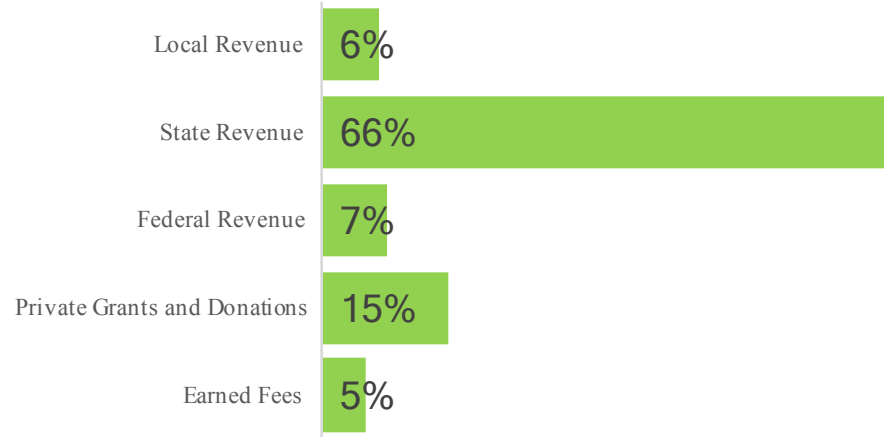


WADA

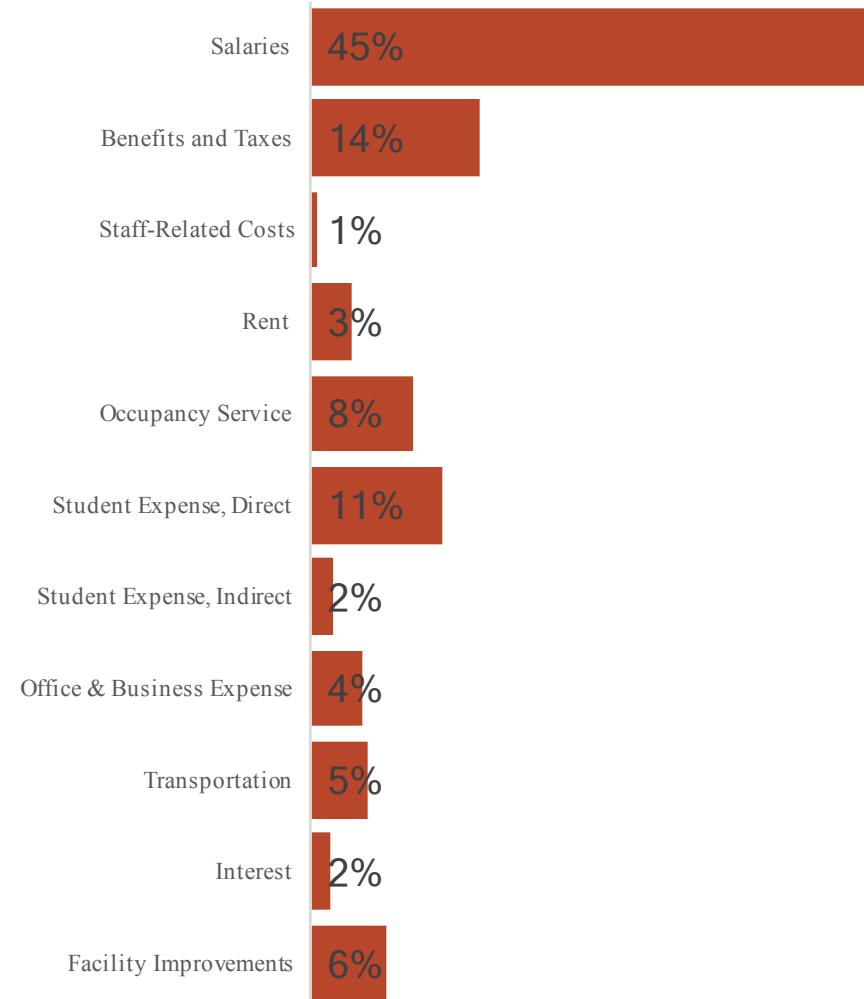
FY21 Total WADA is 1387, which includes FRL, LEP, and Summer Weights calculated based on enrollment projection.

Revenue And Expenses

Categories of Revenue



Categories of Expense



Appendix | Profit and Loss Changes

Income Statement	SY19-20	SY20-21	Difference
Revenue			
Local Revenue	1,010,157	1,084,021	73,864 Prop C revenue increase based on prior year WADA
State Revenue	9,941,075	11,111,275	1,170,201 State revenue has been conservatively budgeted and will be crucial to monitor
Federal Revenue	1,206,484	1,248,320	41,836 Federal Allocations and CARES funding
Private Grants and Donations	2,307,242	2,443,244	136,002 General and \$1,070,000 Capital Donations
Earned Fees	1,797,222	831,913	(965,309) KCPS MOU, no PPP
Total Revenue	16,262,180	16,718,774	456,594
Operating Expense			
Salaries	5,949,325	7,702,911	1,753,586 Staffing plan in line with student teacher ratio
Benefits and Taxes	1,800,086	2,342,422	542,337 Benefits package offered to put CCS ahead of median contribution
Staff-Related Costs	68,007	94,647	26,640 PD for full year
Rent	565,905	565,900	(5)
Occupancy Service	1,258,816	1,407,077	148,262 Facilities services to include full year of service
Student Expense, Direct	2,701,170	1,828,380	(872,789) Summer School decrease, Technology spending in FY20
Student Expense, Indirect	261,982	325,000	63,018 Food Service for full year will critical to monitor
Office & Business Expense	767,501	704,672	(62,828) Fundraiser event online
Transportation	561,413	791,000	229,587 Additional buses conservative budget
Interest	215,000	280,000	65,000 Adjusted interest-Thayer
Facility Improvements	1,065,438	1,050,000	(15,438) Capital expenses per project budget
Total Expenses	15,214,641	17,092,011	1,877,369
Net Income	1,047,538	(373,237)	(1,420,775)

Revenue | Key Assumptions

- State Basic Formula Budget reflects WADA of 1387, funding formula \$8,067
 - Student enrollment target is 1080
- Federal Revenue
 - Title and SPED allocation
 - CARES funding \$214,000
 - \$175,000 CSP grant
- Local Funds
 - \$1,373,244 general and \$1,070,000 Capital donations
 - KCPS MOU \$762,760

Expenses | Key Assumptions

- Continued Investment in Staff
 - Increased Staff Count from 115 to 138.5 FTE
 - Benefits at \$5900/FTE
 - Maintain commitment to Professional Development for staff
- Key resources for academic and support:
 - Revised Summer School plan for students
 - Modified student activities and events for COVID
 - Maintain supply needs, while reducing cost



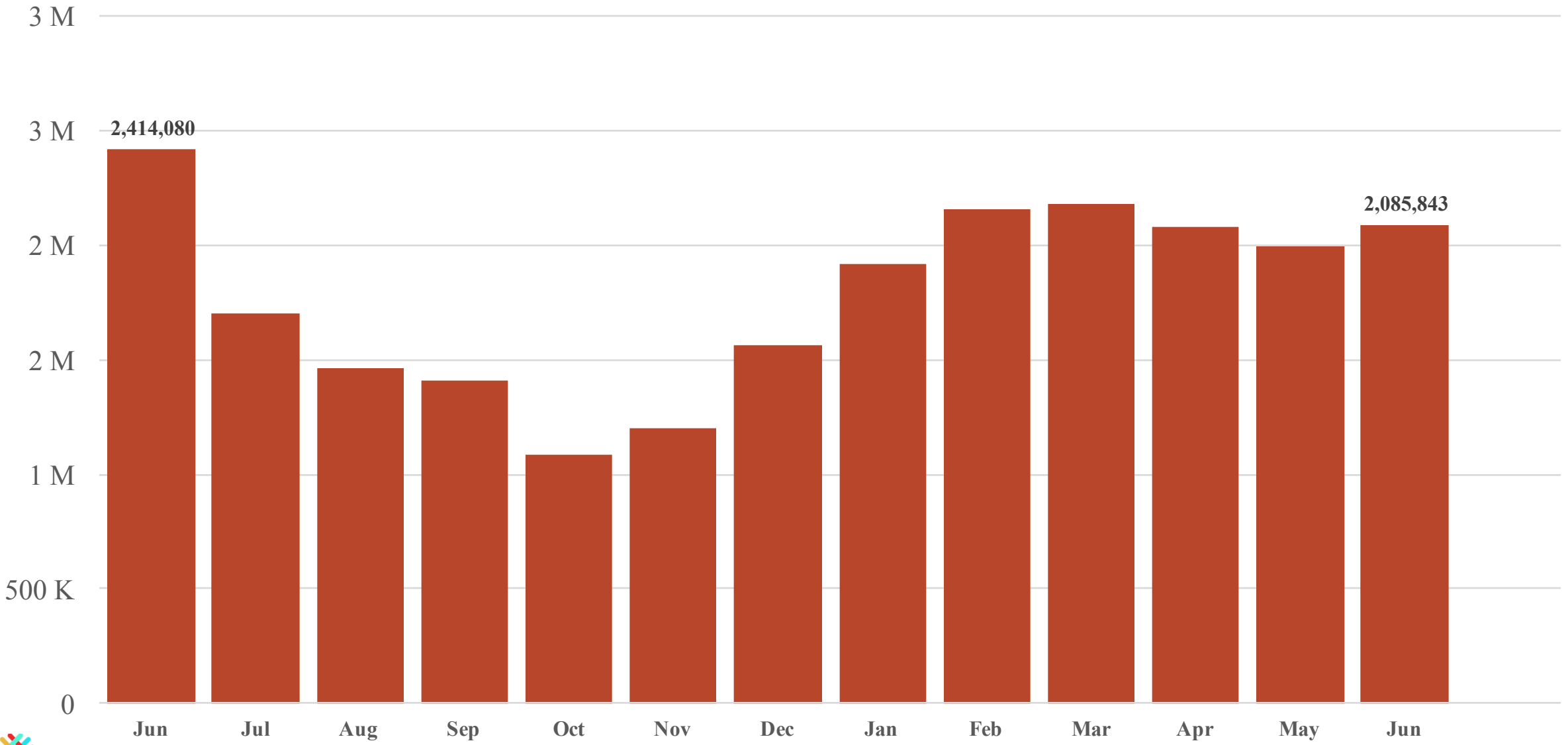
QUESTIONS?

Please contact your EdOps Finance Specialist:

Anne Nichols

anichols@ed-ops.com

Appendix | Monthly Cash



Key Performance Indicators | Calculation

Calculating Days of Cash

Total Expenses	17,092,011
Day of Year	360
Daily Expenses	47,478
Ending Cash Balance	2,040,844
Days of Cash*	43

Calculating Gross Margin

Revenue	16,718,774
Expenses	17,092,011
Net Income	(373,237)
Revenue	16,718,774
Gross Margin*	-2%

Account	SY19-20	SY20-21
Revenue		
Local Revenue		
5113 · Proposition C (Sales Tax)	964,000	1,041,021
5141 · Interest	46,157	43,000
Local Revenue Total	1,010,157	1,084,021
State Revenue		
5311 · Basic Formula	9,483,372	10,681,891
5312 · Transportation	94,304	86,400
5319 · Classroom Trust Fund	285,435	340,667
5333 · School Food Service	1,942	2,317
5381 · High Needs Fund State	45,443	-
5397 · Other State Revenue	30,579	-
State Revenue Total	9,941,075	11,111,275
Federal Revenue		
5412 · Medicaid	102,587	122,437
5424 · CARES ESSR	-	214,000
5437 · High Needs Fund Federal	2,832	-
5441 · IDEA	131,600	151,350
5442 · ECSE	-	2,249
5445 · Food Service-Lunch	125,353	239,000
5451 · Title I	258,090	285,021
5461 · Title IVa	15,399	18,676
5465 · Title II	33,223	40,587
5473 · Cares Lunch	36,400	-
5497 · Charter School Start-Up Revenue	501,000	175,000
Federal Revenue Total	1,206,484	1,248,320
Private Grants and Donations		
5192 · Donations	2,307,242	2,443,244
Private Grants and Donations Total	2,307,242	2,443,244
Earned Fees		
5151 · Food - Students	46,515	65,880
5171 · Student Activity Fees	340	540

5179 · Cpa Crew Club	2,379	2,160
5181 · BAC	480	573
5198 · Miscellaneous Revenue	1,747,508	762,760
Earned Fees Total	1,797,222	831,913
Revenue Total	16,262,180	16,718,774

Expenses

Salaries

1111-6111 · ES Instruction Cert FT	2,289,642	2,562,954
1111-6131 · ES Instruction Supp Pay	79,491	100,168
1111-6151 · ES Instruction NC FT	104,775	45,750
1111-6152 · ES Instruction Aides	121,740	159,748
1111-6153 · ES Instruction Subs	1,680	-
1111-6161 · ES Instruction NC PT	4,178	-
1151-6111 · HS Instruction Cert FT	768,180	1,533,042
1151-6131 · HS Instruction Supp Pay	24,997	19,000
1151-6151 · HS Instruction NC FT	103,163	-
1151-6152 · HS Instruction Aides	35,567	36,444
1151-6161 · HS Instruction NC PT	8,623	-
1221-6111 · SPED Cert FT	327,257	451,819
1221-6131 · SPED Supp Pay	435	-
1221-6152 · SPED Aides	69,188	111,353
1421-6111 · Stud Ath Cert FT	-	63,376
1421-6131 · Stud Ath Supp Pay	-	75,000
2122-6111 · Counseling Cert FT	24,027	-
2122-6151 · Counseling NC FT	286,571	229,162
2122-6161 · Counseling NC PT	435	196,834
2134-6151 · Nursing NC FT	134,651	145,987
2134-6161 · Nursing NC PT	435	-
2152-6111 · Speech Path Cert FT	48,967	58,259
2152-6122 · Speech Path Serv PT	42,855	5,408
2152-6131 · Speech Path Supp Pay	-	45,063
2213-6111 · PD Cert FT	164,255	176,875
2213-6131 · PD Supp Pay	435	-

2321-6112 · Exec Admin Cert FT Admin	105,539	135,000
2321-6151 · Exec Admin NC FT	107,001	135,000
2322-6151 · Community Serv NC FT	42,000	49,700
2322-6161 · Community Serv NC PT	727	-
2329-6112 · Other Exec Admin Cert FT Admin	56,075	62,500
2329-6151 · Other Exec Admin NC FT	111,050	127,567
2329-6161 · Other Exec Admin NC PT	435	-
2331-6111 · IT Admin Cert FT	-	57,000
2411-6112 · Building Admin Cert FT Admin	579,425	614,306
2511-6151 · Bness Off NC FT	251,636	450,598
2511-6161 · Bness Off NC PT	5,000	-
2546-6151 · Security Services NC FT	48,891	55,000
Salaries Total	5,949,325	7,702,911

Benefits and Taxes

1111-6211 · ES Instruction Cert PRS	257,807	307,555
1111-6221 · ES Instruction NC PRS	24,341	24,660
1111-6231 · ES Instruction Soc Sec	155,877	177,854
1111-6232 · ES Instruction Medicare	36,455	41,595
1111-6241 · ES Instruction Emp Ins	315,296	333,264
1151-6211 · HS Instruction Cert PRS	86,350	183,965
1151-6221 · HS Instruction NC PRS	15,956	4,373
1151-6231 · HS Instruction Soc Sec	57,465	98,486
1151-6232 · HS Instruction Medicare	13,439	23,033
1151-6241 · HS Instruction Emp Ins	110,473	188,640
1221-6211 · SPED Cert PRS	37,895	54,218
1221-6221 · SPED NC PRS	7,099	13,362
1221-6231 · SPED Soc Sec	23,890	34,917
1221-6232 · SPED Medicare	5,587	8,166
1221-6241 · SPED Emp Ins	54,211	69,168
1421-6211 · Stud Ath Cert PRS	-	7,605
1421-6231 · Stud Ath Soc Sec	1,294	8,579
1421-6232 · Stud Ath Medicare	303	2,006
1421-6241 · Stud Ath Emp Ins	-	6,288

2122-6211 · Counseling Cert PRS	1,150	-
2122-6221 · Counseling NC PRS	34,280	51,119
2122-6231 · Counseling Soc Sec	18,707	26,412
2122-6232 · Counseling Medicare	4,375	6,177
2122-6241 · Counseling Emp Ins	32,255	44,016
2134-6221 · Nursing NC PRS	15,202	17,518
2134-6231 · Nursing Soc Sec	8,112	9,051
2134-6232 · Nursing Medicare	1,897	2,117
2134-6241 · Nursing Emp Ins	18,164	18,864
2152-6211 · Speech Path Cert PRS	10,348	7,640
2152-6231 · Speech Path Soc Sec	5,678	6,741
2152-6232 · Speech Path Medicare	1,328	1,577
2152-6241 · Speech Path Emp Ins	7,198	12,576
2213-6211 · PD Cert PRS	18,383	21,225
2213-6231 · PD Soc Sec	9,785	10,966
2213-6232 · PD Medicare	2,288	2,565
2213-6241 · PD Emp Ins	14,655	12,576
2321-6211 · Exec Admin Cert PRS	11,876	16,200
2321-6221 · Exec Admin NC PRS	11,973	16,200
2321-6231 · Exec Admin Soc Sec	12,850	16,740
2321-6232 · Exec Admin Medicare	3,005	3,915
2321-6241 · Exec Admin Emp Ins	14,685	12,576
2321-6261 · Exec Admin WC	13,763	25,492
2321-6271 · Exec Admin Unemp	-	2,000
2322-6221 · Community Servn NC PRS	4,699	5,964
2322-6231 · Community Serv Soc Sec	2,649	3,081
2322-6232 · Community Serv Medicare	620	721
2322-6241 · Community Serv Emp Ins	8,435	6,288
2329-6211 · Other Exec Admin Cert PRS	6,319	7,500
2329-6221 · Other Exec Admin NC PRS	11,717	15,308
2329-6231 · Other Exec Admin Soc Sec	10,143	11,784
2329-6232 · Other Exec Admin Medicare	2,372	2,756
2329-6241 · Other Exec Admin Emp Ins	24,152	25,152

2331-6211 · IT Admin Cert PRS	-	6,840
2331-6231 · IT Admin Soc Sec	-	3,534
2331-6232 · ITAdmin Medicare	-	827
2331-6241 · ITAdmin Emp Ins	-	6,288
2411-6211 · Buidling Admin Cert PRS	65,204	73,717
2411-6231 · Building Admin Soc Sec	35,212	38,087
2411-6232 · Building Admin Medicare	8,235	8,907
2411-6241 · Building Admin Emp Ins	52,238	50,304
2511-6221 · Bness Off NC PRS	28,368	54,072
2511-6231 · Bness Off Soc Sec	14,937	27,937
2511-6232 · Bness Off Medicare	3,493	6,534
2511-6241 · Bness Off Emp Ins	31,082	37,728
2546-6221 · Security Services NC PRS	5,509	6,600
2546-6231 · Security Services Soc Sec	2,990	3,410
2546-6232 · Security Services Medicare	699	798
2546-6241 · Security Services Emp Ins	5,317	6,288
Benefits and Taxes Total	1,800,086	2,342,422
Staff-Related Costs		
2213-6319 · PD Prof Serv	58,508	87,147
2213-6411 · PD Supplies	1,485	2,500
2644-6319 · Professional Development NonInstructional Prof Serv	8,014	5,000
Staff-Related Costs Total	68,007	94,647
Rent		
2542-6333 · Facilities Rent	565,905	565,900
Rent Total	565,905	565,900
Occupancy Service		
2542-6319 · Facilities Prof Serv	216,933	281,097
2542-6331 · Facilities Janitorial	228,514	280,679
2542-6332 · Facilities Rep & Mait	316,283	315,000
2542-6334 · Facilities Equip Rent	71,762	73,000
2542-6335 · Maint of Plant Water/sewer	23,634	23,000
2542-6336 · Facilities Trash Remov	10,560	10,000
2542-6351 · Facilities Prop Insur	54,798	72,301

2542-6361 · Facilities Phone/Internet	25,370	30,000
2542-6411 · Facilities Supplies	41,075	40,000
2542-6481 · Facilities Electricity	224,024	235,000
2542-6482 · Facilities Gas	34,756	35,000
2546-6319 · Security Svcs Prof Serv	11,097	12,000
2546-6411 · Security Svcs Supplies	10	-
Occupancy Service Total	1,258,816	1,407,077
Student Expense, Direct		
1111-6319 · ES Instruction Prof Serv	327,243	393,933
1111-6343 · Es Instruct Travel	19	-
1111-6411 · ES Instruction Supplies	61,064	36,200
1111-6412 · ES Instruction Tech Supplies	432,887	100,000
1111-6431 · Textbooks	77,922	18,099
1151-6319 · HS Instruction Prof Serv	132,500	185,000
1151-6343 · Hs Instruct Travel	19	-
1151-6411 · HS Instruction Supplies	55,725	30,750
1151-6412 · HS Instruction Tech Supplies	126,318	55,000
1151-6431 · HS Instruction Textbooks	51,040	15,375
1191-6319 · Summer Instr Prof Serv	1,191,688	738,818
1221-6319 · SPED Prof Serv	701	-
1221-6411 · SPED Supplies	3,656	5,500
1221-6412 · SPED Instruct Mat	907	1,580
1221-6431 · Textbooks	1,616	2,000
1411-6319 · Stud Act Prof Serv	16,771	33,475
1411-6411 · Stud Act Supplies	160	-
1421-6319 · Stud Ath Prof Serv	40,069	10,000
1421-6411 · Stud Ath Supplies	9,654	40,000
1933-6311 · Instructional Services	116,388	95,000
2125-6412 · Instruct Mat	1,535	-
2152-6311 · Instructional Services	144	-
2152-6319 · Speech Path Prof Serv	-	150
2152-6411 · Speech Path Supplies	278	500
2152-6412 · Speech Path Tech Supplies	200	-

2162-6311 · Instructional Services	12,781	-
2162-6319 · OT Services Prof Serv	-	15,000
2172-6319 · PT Services Prof Serv	388	-
2191-6311 · Occ Therapy Instruc Serv	4,823	-
2191-6319 · Occ Therapy Prof Serv	-	5,000
2191-6411 · Occ Therapy Supplies	183	-
2225-6337 · Tech Repairs	9,541	12,000
2411-6411 · Building Adminl Supplies	24,948	35,000
Student Expense, Direct Total	2,701,170	1,828,380
Student Expense, Indirect		
2134-6411 · Nursing Supplies	11,845	10,000
2563-6391 · Food Delivery Contracted Food Service	248,361	312,000
3912-6319 · Par Involve Prof Serv	1,336	-
3912-6411 · Par Involve Supplies	440	3,000
Student Expense, Indirect Total	261,982	325,000
Office & Business Expense		
2321-6315 · Exec Admin Audit	19,500	20,000
2321-6317 · Exec Admin Legal	46,151	50,000
2321-6319 · Exec Admin Prof Serv	129,975	115,000
2321-6338 · Rentals Of Computers	39,132	39,132
2321-6352 · Exec Admin Liab Insur	57,833	56,408
2321-6371 · Dues And Memberships	8,978	-
2322-6319 · Community Serv Prof Serv	42,332	20,000
2322-6411 · Community Serv Supplies	1,506	1,500
2331-6316 · General Supplies	163,972	160,000
2511-6319 · Bness Off Prof Serv	222,110	75,632
2511-6411 · Bness Off Supplies	20,332	20,000
2511-6412 · Instruct Mat	15,679	18,000
2525-6319 · Financial Accounting Services Prof Serv	-	129,000
Office & Business Expense Total	767,501	704,672
Transportation		
2551-6341 · Transportation - Contracted, Non-Disabled Students Home to School	487,636	740,000
2551-6342 · Transportation - Contracted, Non-Disabled Students Non-Route	33,593	20,000

2553-6341 · Transportation - Contracted, Disabled Students Home to School	40,184	31,000
Transportation Total	561,413	791,000
Expenses Total	13,934,204	15,762,011
NET ORDINARY INCOME	2,327,976	956,763
Extraordinary Expenses		
Interest		
5222-6624 · Interest - Long Term Loans	215,000	280,000
Interest Total	215,000	280,000
Facility Improvements		
4031-6521 · Buildings	1,065,438	1,050,000
Facility Improvements Total	1,065,438	1,050,000
Extraordinary Expenses Total	1,280,438	1,330,000
TOTAL EXPENSES	15,214,641	17,092,011
NET INCOME	1,047,538	(373,237)
Cash Flow Adjustments		
Cash Flow Adjustments Total	(0)	-
CHANGE IN CASH	1,047,538	(373,237)
Starting Cash Balance	1,366,542	2,414,080
Change In Cash	1,047,538	(373,237)
ENDING CASH BALANCE	2,414,080	2,040,844

Coversheet

2020-21 School Reopening Plan

Section: III. Educational Excellence
Item: A. 2020-21 School Reopening Plan
Purpose: Vote
Submitted by:
Related Material: CCS Reopening Plan 2020-2021.pdf



Crossroads Charter Schools

Reopening Plan 2020-2021

In the spring of 2020, The Crossroads COVID19 Planning Committee was established with the goal of creating a Reopening Plan for the 2020-2021 school year. This committee is continuing to work diligently to develop a strategy that allows for flexibility, transparency and prioritizes the health and safety of our community.

Crossroads is currently preparing the physical campus to support students in the fall of 2020, however the committee recognizes that some families may not be comfortable with their child returning at that time. The committee has developed two options for our families. Families have the option of enrolling their child in the hybrid model where their child will attend in person one week and will have virtual school the alternate week. Or families have the option to enroll their child in the 100% virtual model where their child will take classes online from home. The committee understands that this plan may change due to local, state, federal guidelines.

Based on insights and resources from practitioners and experts, plus feedback from families and staff, we have created this Reopening Plan with the aim to provide an equitable education to all students. We understand there are unique challenges to serving already vulnerable students and families, thereby compounding the equity implications of the pandemic. Using equitable and innovative approaches, we have an opportunity to design new solutions that better meet the needs of all learners.

Our Reopening Plan goals are:

- To maintain the health, wellness, and safety of the entire school community
- To secure a strong financial and operational future
- To maximize student learning and ability to thrive
- To support educators to adapt and respond to unique needs of students and their families



Operations

Health Precautions for School

- **Screening for Symptoms:**

Your child must stay home if sick. We will give you a card with these symptoms, so you can screen your child for illness before sending them to school each day:

- Fever
According to the American Academy of Pediatrics, a fever is 100.4 F or greater.
- Cough
- Rash
- Sore throat
- Shortness of breath
- Diarrhea
- Nausea or vomiting
- Fatigue
- Headache
- Muscle pain
- Lack of appetite
- Loss of taste or smell

- **Social distancing:**

We will take steps to try to promote social distancing, although we cannot keep everyone six feet apart. This could look different at each school, due to the differences in the spaces, and it could include:

- Rearranging furniture and equipment to move students farther apart
- Changing arrival and dismissal procedures
- Staggering schedules
- Stationary class groups, where students stay in one spot and the teachers move

- **Masks:**

All staff will be required to wear a face shield.

We encourage your child to wear a mask, especially when social distancing is difficult. We will provide each child with two reusable masks, but they may use their own if they prefer.

Although we cannot require students to wear a mask, we might restrict participation of students who are not wearing masks when we need to keep students who are medically fragile, safe.



- **Handwashing:**

Throughout the day, we will encourage hand washing, and we will also supply hand sanitizer in classrooms and at sanitizing stations that are being installed throughout the building. We are installing clear dividers between bathroom sinks to also help prevent contact while handwashing.

- **Cleaning:**

We are increasing our cleaning schedule to include sanitizing common surfaces multiple times per day. We will also disinfect any materials that are required to be shared by students after every use. We will provide cleaning and sanitizing supplies throughout our schools.

- **Transportation:**

Please consider taking your child to school instead of sending them on the bus. We will not be able to provide social distancing on the buses, but we will take as many precautions as possible:

- We encourage students to wear masks.
- Students will be seated one family per seat
- Drivers will wear masks when students are boarding and getting off the bus.
- Hand sanitizer will be available on all buses
- We will open windows when possible.
- Apple Transportation will train drivers about health and safety precautions for COVID-19
- Apple Transportation will disinfect all surfaces on the buses at the end of each route.
- Each student will be assigned a seat on their bus, with siblings sitting together when possible. The seat behind the driver will remain empty.
- Apple Transportation will assign drivers to a single bus, with the exception of substitute drivers

- **Student Training:**

We will train all students on health and safety during this COVID-19 pandemic. This will include information from public health officials about handwashing, social distancing, covering coughs, staying home and avoiding face-touching.

- **Visitors:**

Visitors are not allowed into the schools, past the front office, during this time.

- **Sharing Food:**

We cannot allow any food sharing, so this means we cannot have birthday treats during this time.

- **Assemblies:**

We will not have any assemblies during this time.

- **Physical Education:**

We are reorganizing PE so we can keep the students farther apart.

- **School Nurses:**

We have a nurse at each one of our schools, and they will monitor information from public health officials and track student absences.

To keep students separate from people who might have COVID-19 symptoms, we will not send students with minor health concerns to the nurse's office. This could include paper cuts, minor headaches, minor fatigue, bug bites and mild stomach aches. If students have anxiety, stress or other, similar symptoms, we will refer them to the counselor or another professional in the school.

- **Sharing School Supplies:**

We will reduce sharing of school supplies, and we will sanitize the supplies we must share.

- **Backpacks:**

We will store personal belongings in separate lockers, bags or bins.

- **Water:**

Please send your child with a water bottle they can fill from one of our water hands-free fill stations. Water fountains will not be in use.

- **Food Service:**

Students will have lunch in classrooms.

In Case a Student or Staff Member Shows COVID-19 Symptoms

- **Assessing Symptoms:**

The school nurse will use their nursing judgement to evaluate the person's symptoms. Even if a student's fever does not reach the American Academy of Pediatrics' recommendation of 100.4 F, the nurse might send the student home after considering all symptoms.

- **Safety Precautions:**

Our school nurse will use CDC-recommended personal protective equipment (PPE) when working with a student or staff member with COVID-19 symptoms, and the nurse will try to keep the person with symptoms separated from everyone else until they can carefully leave the school.

- **Guidelines:**

Guidelines will be included in the family handbook for this school year



- **Medical Care:**

The nurse will recommend the person with symptoms to follow up with a licensed medical provider and the health department.
- **Cleaning:**

We will block off the areas the student or staff member has been until our custodian can clean and disinfect them.
- **If the Student or Staff Member Gets a COVID-19 Diagnosis:**

If a student or staff member has a positive COVID-19 test or a healthcare provider diagnoses presumptive COVID-19, we will follow these guidelines:

 - We will work with the Kansas City Health Department and follow CDC guidelines to determine what precautions we must take, whom we need to notify and whether we need to close. (still developing)
 - The person's family members should self-quarantine for 14 days after the last day of exposure. Nurses will contact buildings where family members attend to ensure that they are observing the self-quarantine.
 - If a sick person rode the bus, Apple Transportation will take the vehicle out of service for 24 hours to clean and disinfect.
- **In Case COVID-19 Spreads in Our Community:**

If there is community spread of COVID-19 within a school, we will work directly with local health department officials to complete contact tracing and inform those who have had close contact with a sick student or staff member. We will follow public health guidelines and recommendations to determine whether to close a school or cancel activities.

Returning to School after Illness:

- **If the School Nurse Sends a Student Home:**

If a school nurse sends a student home with COVID-19-like symptoms, they will use these guidelines to decide about the student's return to school:

 - Must be fever-free a minimum of 72 hours without the use of fever-reducing medication such as Tylenol or ibuprofen
 - Student returns with a negative COVID-19 test
 - May be asked to provide documentation from a licensed health care provider stating clearance to return to school
- **If a Student Gets Diagnosed with COVID-19:**

If a student or staff member has a positive COVID-19 test or gets a diagnosis of presumptive COVID-19 from their health care provider, we will follow these guidelines to decide about the return to school:



- Must be fever-free a minimum of 72 hours without the use of fever-reducing medication such as Tylenol or ibuprofen
- Zero COVID-19-like symptoms
- Must stay home at least 14 days after symptoms first appear OR until receiving two negative COVID-19 tests completed 24 hours apart
- Must provide documentation from a licensed health care provider stating clearance to return to school



Academics

CCS Hybrid Learning Model

In this model, scholars are alternating weekly between on site and virtual learning.

Rationale

- This structure increases safety by limiting exposure in the span of the week. Additionally, it creates longer routines for scholars, families, and staff, allows for deeper continuous learning, and improves logistical needs.

Vision and Goals

- Our ultimate focus is to position our community to thrive in the midst of Covid. Through re-inventing our approach to school, we will prioritize the following goals:
 - Create a safe and healthy community through additional protocols, processes, and a focus on SEL
 - Ensure educational equity through addressing learning needs
 - Increase parent partnership through clear communication, teamwork, and collaboration
 - Build teacher skills while prioritizing sustainable work loads

Structure

- Each class is divided into 2 groups: 1 group attends in person for a full week, and is virtual the following. The 2nd group follows the opposite schedule.
 - Prioritized considerations in creating groups:
 - All siblings/household members come on the same week
 - All students w/ IEP come on the same week and have virtual the opposite week
 - Students in RISE, our self contained program, attend daily
 - All students w/ ELL services come on the opposite week as students with IEPs
 - As feasible, family requests are honored (being on the same schedule as another family)
- At any given point approximately 50% of students who are in school at any given time.
- To help facilitate options for families for their children when they are on their off week, Crossroads has reached out to community organizations such as Boys and Girls Club, Upper Room, Operation Breakthrough, Parks and Rec, etc.

Grading

Crossroads will continue utilizing a standards based grading system. The primary goal of standards-based grading is to improve student achievement by focusing instruction and the alignment of curriculum with the essential standards. Standards-based grading and reporting will provide better communication to students, parents, teachers and administrators on what



each student knows and is able to do according to the identified standards. In addition to standards based grading, we will also assign a traditional letter grade for 6th-12th students.

CCS Virtual Learning Model

In this model, scholars are in 100% virtual learning.

Rationale

- This structure offers the highest safety standard by eliminating student/staff exposure on site. By scheduling daily interactive time with staff, students can maintain the connection and relationship with the school community.

Vision and Goals

- Our ultimate focus is to position our community to thrive in the midst of Covid. Through re-inventing our approach to school, we will prioritize the following goals:
 - Ensure educational equity through addressing learning needs
 - Increase parent partnership through clear communication, teamwork, and collaboration
 - Build teacher skills while prioritizing sustainable work loads

Structure

K-8 students who select the 100% Virtual Model will have a combination of set class times for direct instruction and assignments to complete at their own pace. Each day Crossroads' staff will offer interactive time with students.

9-12 students who select the 100% Virtual Model may take courses through the MOCAP program offered by DESE. Each day Crossroads' staff will offer interactive time with students. (Still in development)

Grading

Crossroads will continue utilizing a standards based grading system. The primary goal of standards-based grading is to improve student achievement by focusing instruction and the alignment of curriculum with the essential standards. Standards-based grading and reporting will provide better communication to students, parents, teachers and administrators on what each student knows and is able to do according to the identified standards. In addition to standards based grading, we will also assign a traditional letter grade for 6th-12th students.

Key Components of Learning at CCS

Students will be able to access all key components of learning whether in the hybrid model or 100% virtual model.

Synchronous Instruction	Live instruction in the classroom. Students are able to join instruction in real time via live streaming, Zoom, Google Hangouts, etc. This applies to both classroom lessons and small group interventions
Asynchronous Instruction	Instruction available anytime. Students are able to work at their own pace by utilizing teacher recorded lessons, posted assignments, videos, etc.
Social Emotional Support	Attention to mental and emotional health. Students are able to practice mindfulness strategies, participate in teletherapy, small group counseling, etc.
Exploration	Student voice and choice. Students are able to participate in specials/electives, passion projects, and real world learning.

Focus on Equity

The systemic failures that hindered students of color, students in poverty, and students with special needs before the COVID-19 crisis will be exacerbated by greater threats to health, safety, and belonging. Communities of color are already experiencing disproportionate impacts as well as racism and xenophobia. Students are likely to return with significant and variable unfinished learning that surpasses typical learning loss, as well as trauma, and teachers will face complex and consequential decisions about prioritization while they attend to their own social emotional needs.

Students will return with greater social and emotional needs resulting from quarantine and isolation. Social and emotional development have always been key to the core content areas, but there will be a greater need than ever for our classrooms to be spaces of connection and belonging. Teachers will need support to meet increased student needs with research-based strategies, and teachers themselves will need spaces where they can heal.

Crossroads will prioritize the following areas:

Social Emotional Support: CCS will continue to offer support through our SEL coordinators and counselors/social workers. In addition, all staff will be trained in mindfulness strategies to support students through this difficult time.

Special Education: CCS will continue to provide daily special education services to qualified students in both the hybrid and the 100% virtual models. RISE students will be serviced daily on site.

English Language Learners: CCS will continue to provide daily ELL services to qualified students in both the hybrid and the 100% virtual models.

Equal Access to Instruction: CCS will continue to provide devices and hotspots to families. We are also hiring a Data and Technology Manager to coordinate virtual learning to ensure that all students have both equitable access to instruction and have all specialized support needed.

Tracking Achievement: CCS will continue to utilize standards based grading to track students' academic gains. Our Instructional Leadership Teams will track academic progress using unit assessments and quarterly ANet assessments. Each school is developing an Instructional Recovery Plan plan to address learning gaps and plan for learning acceleration.

Professional Development: CCS understands that our teachers need support to prepare and navigate this new model of instruction. We will provide multiple opportunities for professional learning in the areas of providing meaningful virtual learning experiences, managing live streamed classes, navigating platforms, etc. We will also provide self-care training and support to teachers.

Family Outreach: CCS understands that many families need training in order to adequately provide support to their children when learning at home. We will provide multiple training opportunities for families in the areas of establishing learning spaces and routines, managing time, accessing and utilizing Google Classroom, navigating live streamed classes, uploading student work, etc.

The planning committee will continue to research and select best practices to meet the needs of all learners and ensure our commitment to equity and inclusion.

Resources:

[Getting Smart 10-Point Plan](#)

[ANet Instructional Recovery Plan Workbook](#)

[Leading Educators Planning for Re-entry and Beyond
TNTP Acceleration Guide](#)

[CDC Interim Guidance for Administrators of US K-12 Schools and Child Care Programs](#)

[Return to School Roadmap from Opportunity Labs](#)

[Missouri School Board's Pandemic Recovery Considerations](#)

[Platform for Remote Learning- EDUCREATIONS](#)

[NY Times Article Referencing Schools Across the World and Their Re-Opening Strategy](#)

[Plans from Schools Around the World](#)

[Online Learner Readiness Rubric](#)

[Parent Guide to Online Learning](#)

[American Enterprise Institute, A Blueprint for Back to School](#)

[CDC's School Decision Tree for reopening decisions for K-12 schools](#)

[Maryland's Recovery Plan for Education, COVID-19 response and path forward, Draft dated May
2020](#)



Coversheet

Board Policy Updates

Section: IV. Governance
Item: A. Board Policy Updates
Purpose: Vote
Submitted by:
Related Material: Crossroads Signature Stamp Policy.pdf

CROSSROADS CHARTER SCHOOLS

SIGNATURE STAMP POLICY & PROCEDURE

PURPOSE AND SUMMARY

This policy identifies the requirements of Crossroads Charter School, a Missouri non-profit corporation (“Crossroads”) for the use of signature stamps (“stamps”) and electronic signatures (“e-signatures”) in conducting the business operations of Crossroads to support its mission and purpose (collectively, “authorizations”).

Under this policy, Crossroads may authorize members of the Crossroads staff use authorizations to conduct certain transactions on behalf of Crossroads that previously required handwritten signatures and approvals on paper documents. This policy codifies how Crossroads will designate those Crossroads transactions for which authorizations will be allowed and how Crossroads authorizes e-signatures and/or stamps. This policy also requires Crossroads to establish Security Procedures regarding the use of stamps and e-signatures in connection with Crossroads transactions.

SCOPE

This policy applies to all individuals who are affiliated with Crossroads, whether paid or unpaid, including but not limited to faculty, staff, students, affiliates, associates, and volunteers. This policy may require members of the Crossroads community to conduct Crossroads transactions electronically and to formally acknowledge their agreement to Crossroads transactions in which they are parties by affixing an e-signature.

DEFINITIONS

The term “Signing Authority” is defined as the person whose signature is to be applied by stamp or e-signature, and the term “Assignee” is defined as a person holding stamp or e-signature authority delegated from the Signing Authority.

LIMITS

Requests to utilize either a stamp or e-signature shall be in writing and submitted to the Executive Director of Crossroads. Each written request shall contain the length of time an Assignee is authorized to use a stamp or e-signature, the type of document(s) the Assignee is authorized to execute using such stamp or e-signature and any documents or records that are specifically excluded from the Assignee’s authority to use such stamp or e-signature. Alternatively, the Executive Director may deliver a written authorization to an Assignee to use the stamp or e-signature of a Signing Authority with such written authorizing providing the duration of time of its effectiveness, the type of document or record that the Assignee may use such stamp or e-signature of the Signing Authority and any specific document or record excluded from Assignee’s authority to sign on behalf of such Signing Authority.

PROCEDURE

Specific conditions should exist prior to requesting a signature stamp. These conditions are: (1) Signing Authority is out of the office for frequent and substantial amounts of time; AND (2) documents or records that have been approved by the Signing Authority, Executive Director or Board of Directors of Crossroads must be

executed prior to Signing Authority's return to the office. If both of these conditions are not met, the original signature or e-signature of the Signing Authority is required. In the event the conditions exist provided above, an Assignee may apply a stamp or e-signature to a document or record following Assignee's receipt of electronic mail or text confirmation for the use of such stamp or e-signature from the Signing Authority or Executive Director.

RESPONSIBILITIES

It is further the responsibility of the Signing Authority to:

1. Annually review any assignment of stamp or e-signature authority to an Assignee.
2. Ensure that any Assignee understands this policy and the terms, limits, and procedures of the assignment of signature stamp authority, it being understood that the Signing Authority is ultimately responsible for the Assignee's actions when using a stamp or e-signature.
3. Ensure that the stamp used for the mechanical application of a signature and the password or authorization for an e-signature are placed in an appropriately secure/locked area when not in use.

Coversheet

FY21 Insurance Renewal

Section: IV. Governance
Item: C. FY21 Insurance Renewal
Purpose: Vote
Submitted by:
Related Material:
Crossroads Charter Schools - 2020-2021 P&C Ins. Proposal 6.10.2020.pdf
MMA_Q1_BI_Market_Update_2020.pdf



Commercial Insurance Proposal for



Crossroads Charter Schools

Presented By: Brian E. Place, ARM, AINS, AIS, Executive Producer
Donna Mason, CIC, CRM, CPCU, Senior Client Executive

Presented On: June 10, 2020

Policy Term: July 1, 2020 to July 1, 2021

Proposal Expires On: July 1, 2020

It's our business
to be there for you in the

**MOMENTS
THAT
MATTER.**

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Client Authorization to Bind

- After careful review of your proposal dated June 10, 2020 we have decided to accept your proposal as presented. We authorize Marsh & McLennan Agency to bind coverage with the insurance companies outlined in the program.
- After careful review of your proposal dated June 10, 2020 we have decided to accept this proposal with changes. We authorize Marsh & McLennan Agency to bind coverage with the insurance companies outlined in the program.

(Please transmit changes with this request for Underwriter's review):

-
-
-

It is understood this proposal provides only a summary of the policies and that the policies are the sole source for coverage, conditions and exclusions.

It is understood that the policies will be provided electronically unless specifically requested otherwise.

We/I confirm the values, schedules and other data contained in the proposal are from our/my records and acknowledge it is our responsibility to see that they are maintained accurately. We/I further acknowledge that the policies contained in this proposal may be subject to final audit and that the final premium, subject to certain minimum premiums, on the policies could be subject to change based upon the final audited exposures (such as payrolls, sales, receipts, etc.).

For direct bill policies, notices you receive from your insurer regarding past due premiums or cancellation due to non-payment of premium shall be considered notice from Marsh & McLennan Agency LLC (MMA). As a matter of general practice, MMA does not provide notice of a potential lapse of coverage due to non-payment of premium to clients where coverage is written on a direct bill basis.

Insured Name: Crossroads Charter Schools, LLC

Insured Signature: _____

Dated: _____

Claims Guidelines

Claims reporting details are located in each coverage section of your insurance policies. Please remember that you must:

- Notify the Insurer as soon as you become aware of a claim or a circumstance or event which could give rise to a claim under any of your insurance policies
- Notify the police or similar appropriate authority following break-in, loss of stolen property, riot, automobile accident, etc.
- Never admit liability or make an offer to make a payment to third-parties
- Pass on any third-party communication to insurance adjustor and / or us immediately
- When making a claim it is your duty to disclose all material facts to the insurer(s). Failure to disclose all material facts could prejudice your rights to make a claim.

If you are in any doubt about what to do, please contact us, as we are anxious to ensure that your claims are settled as quickly as possible and to your maximum benefit.

Please be aware that some policies contain a requirement that claims be notified to insurers within a given period, and that a written claim be submitted within a specified period thereafter. Failure to do so may prejudice the claim, or even cause insurers to repudiate liability altogether. Please read the Claims Conditions of your policy carefully and refer to the claims procedures.

Claims Reporting for Line of Coverage	Report to Carrier	Report to MMA
Property, Inland Marine	✓	
Automobile	✓	
General Liability	✓	
Workers' Compensation	✓	
Employment Practices Liability		✓
Directors & Officers		✓
Other Claims-Made Coverage		✓

Carrier	Reporting
	 800-628-0250
	 800-399-4734
	 firstreport@hanover.com
	 https://www.hanover.com/claims.html
	 800-327-3636
	 agentfaxreporting.claim@thehartford.com
	 https://www.thehartford.com/contact-the-hartford

Introduction

Marsh & McLennan Agency LLC

We are your risk prevention partner. Your service team will respond promptly to inquiries and dedicate the resources and expertise to quickly resolve concerns and develop risk prevention solutions that make sense for you. Our goal is to bring you value through extensive evaluation of your business requirements and the effective management of your insurance and risk prevention program. We strive to keep our priorities and our resources aligned with your needs.

Our Commitment to Service

Thank you for the continued opportunity to partner with Crossroads Charter School. Our overriding goal is to help you meet your company's objectives. We understand that your business is constantly changing in response to new challenges and economic situations. For us to adapt to your changing needs, we continue to invest in high-level talent and technology. We take nothing for granted, and always want to work in the best interest of Crossroads Charter School. We look forward to the continued growth of our partnership and to providing you with the best solutions in the industry. We will continue to build our partnership through hard work, creativity and working proactively to effectively meet the needs of your organization.

Strategic Planning

Careful strategic planning includes ongoing evaluation of your company and departmental goals and objectives to ensure a comprehensive and competitive risk prevention solution. We approach strategic planning by identifying your company and departmental objectives and developing an organized action plan based on meeting those objectives.

WORLD CLASS. LOCAL TOUCH.

It's our business
to be there for you in the

**MOMENTS
THAT
MATTER.**

An Overview of Marsh & McLennan Companies

Marsh & McLennan Companies

Marsh & McLennan Companies is a professional services firm like no other — a global network of nearly 65,000 experts in risk, strategy, and people, united by an unusually collaborative culture that transcends business units and borders. We bring the best people together to help clients discern new possibilities and pursue them with success.

For 147 years, we have grown by helping our clients prosper amid changing times and technologies, from the Industrial Revolution to the digital age. Our work today embraces many of society’s most complex challenges: sustainable business growth; the health, wealth, and performance of organizations’ people; resource security; cyber security; economic instability; climate change; and terror threats.

Our people — at Marsh, Guy Carpenter, Mercer, and Oliver Wyman — are known for character, commitment to their clients’ enterprise, and the temperament to overcome challenges. We are here for the long haul to help clients realize ambitious goals with the right plan, the right team, and the confidence that risks are fully addressed.



About Marsh

Marsh, a global leader in insurance broking and risk management, teams with its clients to define, design, and deliver innovative industry-specific solutions that help them protect their future and thrive. It has approximately 30,000 colleagues who collaborate to provide advice and transactional capabilities to clients in over 130 countries. Marsh is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global team of professional services companies offering clients advice and solutions in the areas of risk, strategy, and human capital. With over 60,000 employees worldwide and annual revenue exceeding \$13 billion, Marsh & McLennan Companies is also the parent company of Guy Carpenter, a global leader in providing risk and reinsurance intermediary services; Mercer, a global leader in talent, health, retirement, and investment consulting; and Oliver Wyman, a global leader in management consulting.

Your Service Team

CROSSROAD CHARTER SCHOOLS

CORE TEAM

Brian Place
 Executive Producer
 Brian.Place@MarshMMA.com
 Office 913 529 3231
 Mobile 816 654 4935

Responsible for ensuring all client needs are met and exceeded.

Donna Mason, CPCU, CRM, CIC
 Senior Client Executive
 Donna.Mason@MarshMMA.com
 Office 913 529 3246

Oversees and executes all day-to-day correspondence and activities.

OFFICE TEAM

<u>Office Management</u>		
Michael Kern President & CEO		Kim Simpson Chief Operating Officer
<u>Placement</u>		
Responsible for selecting and engaging insurance companies to provide the most competitive product.		
Kristl Matthew Director of Marketing		Nicole Blaylock Senior Placement Specialist
<u>Loss Control</u>		
Responsible for providing loss control services.		
Steve Zink Loss Control Consultant		Dan Charpie Loss Control Consultant
<u>Claims</u>		
Kim Skinner Director of Claims	Marsa Swatzell Claims Service Advocate	Haley Jarvis Claims Service Advocate

Property

Insurance Company: Citizens Insurance Company of America
Policy Term: July 1, 2020 to July 1, 2021

Locations
See Statement of Values

Subject of Insurance	Limit
Blanket Buildings	\$42,400,000
Blanket Business Personal Property	\$1,745,000
Blanket Business Income & Extra Expense	\$2,000,000
Earthquake Occurrence & Annual Aggregate	\$10,000,000
Flood Occurrence & Annual Aggregate	\$10,000,000

NOTE: The insured is responsible for verifying that property limits are accurate and sufficient.

Deductible	Per Occurrence
Earthquake or Flood	\$25,000 Per Subject of Insurance
Business Income & Extra Expense	72 Hours
Wind & Hail All Locations	\$25,000
All Other Covered Perils	\$5,000

Coverage Provisions		
Cause of Loss	Special Form Subject to Exclusions	
Valuation	Business Income	Actual Loss Sustained
	Real & Personal Property	Replacement Cost
	Actual Cash Value	Roof at Broadway Location
Coinsurance	Agreed Value	

Coverage Extensions include but are not limited to the following:

- Equipment Breakdown Including Electronic Circuitry Impairment
- Emergency Event Expense \$25,000 Limit
- Business Income Extended Period of Indemnity 60 Days
- Cosmetic Roof Endorsement – Broadway Location
- Business Ordinance or Law - \$1,000,000

Property – Continued

Coverage Exclusions/Limitations include but are not limited to the following:

- Mold
- Bills, Currency, Deeds, Food Stamps & Other Evidences of Debt, Money, Notes or Securities
- Animals
- Bridges, Roadways, Walks, Patios or Other Paved Surfaces
- Property Involved in Illegal Transportation, Trade or Related Activities
- Costs to Excavate, Grade, Backfill or Fill
- Foundations at or Below Ground Level
- Land, Water, Lawns & Crops
- Personal Property in Transit by Air or Water Conveyances
- Electronic Data
- Automobiles, Vehicles & Self Propelled Machines Licensed for Public Roads

NOTE: Property insurance policies contain significant restrictions and/or reductions in coverage for vacant buildings. Please alert us immediately if a building becomes vacant.

NOTE: Protective Safeguards endorsement applies to Automatic Sprinkler System. As a condition of this insurance, you are required to maintain the protective devices/services or exclusion will apply.

Please refer to your policy for a complete list of Exclusions and Limitations.

Property Enhancement

Blanket Coverage	Limit
Accounts Receivable, Deferred Payments, Fine Arts, Fire Department Service Charge, Movement of Property, Outdoor Property, Personal Effects & Property of Others, Research & Development Documentation, Valuable Papers & Records (Other than Electronic Data)	\$500,000

Included Coverage	Limit
Additional Covered Property, Brand and Labels, Broadened Building Coverage, Broadened Business Personal Property, Building Limit – Inflation Guard, Consequential Loss to Stock, Denial of Access to Premises, Electronic Data Processing Equipment, Extended Coverage on Property Within 2,000 Ft., Fire Protection Equipment Recharge, Foundation & Underground Pipes, Marring & Scratching, Prototypes, Seasonal Increase – Business Personal Property, Sewer Backup, Theft Damage to Building – Tenant Coverage	Included

Coverage	Limit
Automated External Defibrillators	\$5,000
Business Income and Extra Expense from Dependent Properties	\$150,000
Catastrophe Allowance	\$50,000
Computer and Funds Transfer Fraud	\$15,000
Contract Penalties	\$50,000
Debris Removal	\$250,000
E-Commerce	\$10,000
Emergency Evacuation Expenses	\$25,000
Employee Theft Including ERISA Compliance	\$100,000
Employee Tools and Work Clothing	\$25,000
Expediting Expense	\$50,000
Extended Business Income	180 Days
Extra Expense	\$300,000
Food Contamination Including	\$25,000
Fundraiser Business Income	\$50,000
Additional Advertising Expense	\$3,000
Forgery or Alteration	\$30,000
Glass Showcases	\$2,500
International Air Shipments	\$50,000
Inventory and Loss Appraisal	\$250,000
Key Replacement and Lock Repair	\$20,000

Property Enhancement – Continued

Lease Cancellation	\$50,000
Leaseholder Interest – Tenants	\$150,000
Money and Securities	\$25,000
Money Orders and Counterfeit Money	\$25,000
Newly Acquired or Constructed Property – Building	\$2,000,000
Newly Acquired or Constructed Property – Business Personal Property	\$1,000,000
Newly Acquired – Business Income and Extra Expense	\$250,000
Non-Owned Detached Trailers	\$25,000
Ordinance or Law	\$1,000,000
Paved Surfaces	\$100,000
Personal Effects of Students	\$100,000
Pollutant Clean-Up and Removal	\$100,000
Preservation of Property	90 Days
Preservation of Property – Expense	\$50,000
Property in Transit	\$100,000
Property Off Premises	\$150,000
Real Property of Others Required by Contract	\$5,000
Rewards – Arson, Theft, Vandalism	\$75,000
Sales Representative Samples	\$25,000
Soft Costs	\$25,000
Spoilage On Premises/Transit	\$25,000/\$5,000
Temporary Relocation of Property	\$100,000
Tenant Glass	\$15,000
Tenant Relocation	\$50,000
Transit Business Income and Extra Expense	\$75,000
Undamaged Tenants Improvements and Betterments	\$50,000
Underground Water Seepage	\$50,000
Unintentional Property Reporting Errors	\$500,000
Unnamed Locations	\$150,000
Utility Services – Direct Damage	\$100,000
Utility Services – Business Income	\$100,000
Voluntary Parting	\$50,000
Water Damage, Other Liquids, Powder or Molten Material Damage	\$50,000
Windblown Debris	\$10,000
Worldwide Property Off-Premises	\$75,000

See policy for complete list, including policy terms & conditions-The coverage extensions and the additional coverage have limitations, are not in addition to policy limits, and are subject to certain conditions.

Inland Marine

Insurance Company: Citizens Insurance Company of America
Policy Term: July 1, 2020 to July 1, 2021

Subject of Insurance	Limit
School Band Uniforms, Choir Robes, Similar & Related Property	\$100,000
School Athletic Equipment, Uniforms, Similar & Related Equipment & Accessories	\$100,000
School Musical Instruments, Similar & Related Equipment and Accessories	\$100,000
School Cameras, Projection Machines, Films, Similar & Related Equipment & Accessories	\$100,000
Dwellings Under Construction by Vocational Shop Classes	\$100,000

NOTE: The insured is responsible for verifying that limits are accurate and sufficient.

Deductible	Per Occurrence
All Covered Perils	\$500

Coverage Provisions	
Cause of Loss	Direct Physical Loss Subject to Exclusions
Valuation	Replacement Cost
Coinsurance	100%

Coverage Exclusions/Limitations include but are not limited to the following:

- Contraband or Property in the Course of Illegal Transportation or Trade
- Governmental Actions
- Weapons
- War & Military Action

General Liability

Insurance Company: Citizens Insurance Company of America
Policy Term: July 1, 2020 to July 1, 2021

General Liability – Occurrence Form	Limit
General Aggregate	\$2,000,000
Personal and Advertising Injury	\$1,000,000
Each Occurrence	\$1,000,000
Damage to Premises Rented to You	\$100,000
Medical Expense	\$15,000

Sexual Misconduct or Molestation Liability – Occurrence Form	Limit
General Aggregate	\$2,000,000
Each Incident	\$1,000,000

Employee Benefit Liability – Claims Made Form	Limit
General Aggregate	\$1,000,000
Each Employee	\$1,000,000
Deductible Each Employee	\$1,000
Claims Made Form – Retro Date	05/15/2012

Coverage Provisions	
General & Employee Benefit Liability	Subject to Annual Audit

Coverage Extensions include but are not limited to the following:

- Innocent Party Defense \$100,000 Aggregate Limit
- Innocent Employee Defense \$25,000 Limit
- Each Student Medical Expense \$5,000 Limit
- Incidental Professional Liability Subject to Limitations
- Aggregate Limit per Location
- Co-Employees & Volunteer Workers Included as Insured
- Additional Insured by Contract, Agreement or Permit
- Additional Insured – Board Members, Trustees, Student Teachers, Safety Patrol & Approved Groups
- Blanket Waiver of Subrogation

NOTE: Special Events are limited. Please report all special events to determine eligibility.

Liability – Continued

Coverage Exclusions/Limitations to General Liability include but are not limited to the following:

- Law Enforcement Professional
- Abuse or Molestation
- Corporal Punishment
- Punitive Damages
- Expected or Intended Injury
- Contractual Liability
- Liquor Liability
- Workers' Compensation and Similar Laws, Employers Liability
- Pollution
- Aircraft, Auto or Watercraft
- Mobile Equipment
- Damage to Property, Damage to Your Product, Damage to Your Work
- Damage to Impaired Property or Property Not Physically Injured
- Recall of Products, Work or Impaired Property
- Electronic Data
- Recording and Distribution of Material in Violation of Law
- Nuclear
- War
- Asbestos
- Lead Poisoning
- Employment Practices Liability
- Mold, Fungi or Bacteria
- Exterior Insulation & Finishing Systems

Coverage Exclusions/Limitations to Sexual Misconduct or Molestation Liability include but are not limited to the following:

- Participating or Knowingly Allowing
- Criminal, Dishonest, Fraudulent or Malicious Acts
- Sexual Discrimination
- Punitive or Exemplary Damages
- Prior Incident

Coverage Exclusions/Limitations to Employee Benefit Liability include but are not limited to the following:

- Criminal, Dishonest, Fraudulent or Malicious Acts
- Injury or Damage
- Failure to Perform a Contract
- Insufficiency of Funds
- Inadequacy of Performance of Investment or Advice Given with Respect to Participation
- Workers' Compensation & Similar Laws
- ERISA
- Available Benefits
- Taxes, Fines or Penalties
- Employment Related Practices
- Access or Disclosure of Confidential or Personal Information

Please refer to your policy for a complete list of Exclusions and Limitations.

Automobile

Insurance Company: Citizens Insurance Company of America

Policy Term: July 1, 2020 to July 1, 2021

Liability	Vehicles Covered	Limit
Per Accident	Hired & Non-Owned Autos Only	\$1,000,000

Physical Damage	Vehicles Covered	Limit	Deductible
Comprehensive	Hired Autos	Actual Cash Value	\$100 Each Auto
Collision	Hired Autos	Actual Cash Value	\$250 Each Auto

Coverage Extensions include but are not limited to the following:

- Employees & Volunteer Workers as Insureds

Coverage Exclusions/Limitations include but are not limited to the following:

- Owned Autos
- Punitive Damages

NOTE: Mobile Equipment that is subject to a compulsory or financial responsibility law or other motor vehicle insurance law in the state it is licensed or garaged is deemed an auto and must be scheduled under the Automobile Policy.

NOTE: This proposal is based on the understanding that all insured drivers have satisfactory driving records. As part of the carrier's underwriting review, they may obtain Motor Vehicle Reports on all named drivers and should some be unsatisfactory, drivers could be excluded from coverage.

Please refer to your policy for a complete list of Exclusions and Limitations.

Workers' Compensation

Insurance Company: The Sentinel Insurance Company
Policy Term: July 1, 2019 to July 1, 2020

Coverage A

Workers' Compensation agrees to pay the benefits required under the Workers' Compensation law of the states listed on the policy.

States Applicable	Missouri
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NOTE: The terms and conditions of your Workers' Compensation Coverage require that you declare all states in which you have work on the effective date of this coverage. Any state not listed **will result in denial of coverage and benefits for that state** unless the Insurance Company is notified within 30 days of origination of operations.

Coverage B

Employers Liability provides coverage for your legal liability due to an employee's bodily injury.

Bodily Injury by Each Accident	\$500,000
Bodily Injury by Disease Policy Limit	\$500,000
Bodily Injury by Disease Each Employee	\$500,000

Coverage C

Other States Insurance

All states except ND, OH, WA, WY, US Territories and states listed in Coverage A.

Coverage Provisions

Experience Modification	.76
Payroll/Premium	Subject to Audit

NOTE: In a majority of states, corporate officers, sole proprietors, partners or LLC members may elect coverage inclusion or exclusion.

Coverage Extensions include but are not limited to the following:

- Voluntary Compensation for Employees who are not Covered by State Statute

Workers' Compensation – Continued

Coverage Exclusions/Limitations include but are not limited to the following:

- Liability Assumed Under a Contract.
- Punitive or exemplary damages due to bodily injury to a worker employed illegally.
- Bodily injury to workers employed illegally that the named insured (or any of its executive officers) knew about.
- Obligations of any kind imposed by workers' compensation, occupational disease, unemployment compensation disability benefits or similar laws.
- Bodily injury the named insured intentionally causes or aggravates.
- Bodily injury that occurs outside the United States of America, its territories or possessions, and Canada (except for citizens or residents of the United States or Canada temporarily outside these countries).
- Damages due to coercing, criticizing, demoting, evaluating, reassigning, disciplining, defaming, harassing, humiliating, discriminating against, or terminating any employee, or due to any of the named insured's personnel practices, policies, acts or omissions.
- Bodily injury to persons employed subject to the Longshore and Harbor Workers' Compensation Act, the Nonappropriated Fund Instrumentalities Act, the Outer Continental Shelf Lands Act, the Defense Base Act, the Federal Coal Mine Health and Safety Act or any other federal law (or amendment to such laws).
- Bodily injury to any person employed subject to federal laws (and their amendments) that require employers to pay damages to employees because of bodily injury they sustain due to such employment. An example is the Federal Employers Liability Act.
- Bodily injury to a vessel's master or crew members.
- Fines or penalties that result from violations of federal or state laws.
- Damages payable under the Migrant and Seasonal Agricultural Worker Protection Act or any other federal law that awards damages for violating those laws and/or their amendments.

NOTE: Employers are not required by state law to purchase workers' compensation for independent contractors. **However**, whether or not a worker can be classified as an independent contractor or an employee is determined by state laws. Ensure these laws are consulted when/if determining whether or not a worker qualifies for classification as an independent contractor.

NOTE: All states have the ability to change rates and rules at any time. This makes notification by you of any employees working in states not shown here (**for as little as one day**) very important to the accuracy of rates and coverages we have indicated. The actual classification and rates used or premiums charged may be subject to change at audit.

NOTE: If you do not allow the insurance carrier to examine and audit all of your records as they relate to the policy, and do not provide audit information as requested, an Audit Noncompliance Premium Charge may apply as state applicable.

Please refer to your policy for a complete list of Exclusions and Limitations.

Umbrella Liability

Insurance Company: Hanover Insurance Company
Policy Term: July 1, 2020 to July 2021

Liability – Occurrence Form	Limit
General Aggregate	\$10,000,000
Each Occurrence	\$10,000,000

Coverage Provisions	
Occurrence Form	Not Subject to Audit

Underlying Schedule of Coverage		
Policy Type	Policy Period	Insurance Carrier
General Liability	7/1/20 to 7/1/21	Citizens Insurance Company
Incidental Professional Liability		
Employee Benefit Liability		
Automobile Liability		
Employers Liability		Sentinel Insurance Company

Coverage Extensions include but are not limited to the following:

- Sexual Misconduct and Molestation - \$5,000,000 Sublimit

Umbrella Liability - Continued

Coverage Exclusions/Limitations include but are not limited to the following:

- Underlying Policies Exclusions
- Owned Aircraft or Watercraft
- Employment Practices Liability
- Intentional Injury
- Product Recall Costs
- Asbestos
- Nuclear or Pollution
- Workers' Compensation, Unemployment, Disability or Similar Law
- ERISA
- Uninsured/Underinsured Motorists
- Communicable Diseases
- Contractors Errors & Omissions
- Law Enforcement Professional
- Communicable Disease
- Trampolines & Similar Devices
- Lead
- EFIS
- Fungi or Bacteria
- Punitive Damages (Coverage A)
- Silica
- Corporal Punishment (Coverage B)
- Abuse & Molestation (Coverage B)
-

Please refer to your policy for a complete list of Exclusions and Limitations.

Crime

Insurance Company: The Hanover Insurance Company
Policy Term: July 1, 2018 to July 1, 2021

Crime	Limit
Employee Theft – Loss Discovered	\$500,000
Inside the Premises – Theft of Money & Securities	\$10,000
Outside the Premises	\$10,000
Forgery or Alteration	\$10,000
Computer Fraud	\$100,000
Funds Transfer Fraud	\$100,000
Money Order & Counterfeit Currency	\$10,000

Retentions	
Employee Theft, Computer Fraud, Funds Transfer Fraud	\$5,000
All Other Covered Losses	\$1,000

Coverage Extensions include but are not limited to the following:

- All Officers & Board Members Included as Employees
- Students as Employees
- Volunteer Workers other than Fund Solicitors as Employees

Coverage Exclusions/Limitations include but are not limited to the following:

- False Pretenses
- Acts Committed by You, Your Partners, or Your Members
- Acts Committed by Your Employees Learned of by Your Prior to the Policy Year
- Confidential or Personal Information or Data Security Breach
- Governmental Action, War & Military Action
- Indirect Loss
- Legal Fees, Costs & Expenses
- Nuclear Hazard or Pollution
- Virtual Currency

NOTE: Many crime policies terminate coverage with regard to any employee as soon as you or your partners, officers, etc., learn of a theft or any other dishonest act committed by the employee, whether before or after becoming employed by you. Make sure you are aware of the conditions listed in your specific policy.

Please refer to your policy for a complete list of Exclusions and Limitations.

Data Breach Liability

Insurance Company: Beazley Insurance Company, Inc.
Policy Term: July 1, 2020 to July 1, 2021

Breach Response – Claims Made Form	Limit
Notified Individuals in the Aggregate	100,000
Legal, Public Relations & Crisis Management Expenses	\$250,000

The Breach Response Limits Above are in Addition to the Policy Aggregate Limit of Liability.

Policy Aggregate Liability	Limit
Additional Breach Response	\$1,000,000

First Party Loss – Claims Made Basis	Limit
Business Interruption from Security Breach or System Failure	\$1,000,000
Dependent Business Loss from Security Breach or System Failure	\$100,000
Cyber Extortion Loss	\$1,000,000
Data Recovery Costs	\$1,000,000
Liability	Limit
Data & Network	\$1,000,000
Regulatory Defense & Penalties	\$1,000,000
Payment Card Liabilities & Costs	\$1,000,000
Media	\$1,000,000
eCrime	Limit
Fraudulent Instruction	\$100,000
Funds Transfer Fraud	\$250,000
Telephone Fraud	\$250,000

Retentions	Each Incident
Waiting Period	10 Hours
Notified Individuals Threshold	100
Breach Response Legal	\$2,500
All Other Covered Losses, Each Incident, Claim or Loss	\$5,000

Data Breach Liability – Continued

Terms and Conditions	
Retroactive Date	Full Prior Acts
Continuity Date	July 1, 2015 Except 01-Jul-2016 solely with respect to the \$750,000 limit of liability in excess of \$250,000 for Regulatory Defense & Penalties & \$900,000 limit of liability in excess of \$100,000 for Payment Card Liabilities & Costs

Coverage Extensions include but are not limited to the following:

- Criminal Reward \$50,000 Limit
- Consequential Reputational Loss Sublimit \$1,000,000
- Invoice Manipulation Sublimit \$100,000
- Computer Hardware Replacement Cost Sublimit \$25,000

Coverage Exclusions/Limitations include but are not limited to the following:

- Asbestos, Pollution & Contamination
- Nuclear
- War & Civil War

NOTE: Your renewal application includes a warranty statement that there are no known incidents that could lead to a claim. Failure to report such an incident prior to your renewal date could void coverage.

Please refer to your policy for a complete list of Exclusions and Limitations.

Educators Legal Liability

Insurance Company: Indian Harbor Insurance Company

Policy Term: July 1, 2020 to July 1, 2021

Liability – Claims Made Form	Limit
Policy Aggregate	\$2,000,000
Educators Legal	\$2,000,000
Employment Practices Including Third Party	\$2,000,000
Reimbursement of Defense Expenses Each/Aggregate	\$50,000/\$100,000
Retentions Each & Every Claim	\$15,000

Coverage Provisions	
Not Subject to Audit	70/30% Hammer Clause
75 Days to Report Claims	25% Minimum Earned Premium, \$1,500 Minimum

Coverage Extensions include but are not limited to the following:

- Act of School Violence Crisis Management \$250,000 Limit
- FLSA Wage & Hour Defense Expenses \$50,000 Limit
- Harassment/Bullying Defense Expenses Reimbursement \$75,000 Limit
- Federal Immigration & Nationality Act Defense Expenses \$50,000 Limit
- 25% Minimum Earned Premium

Coverage Exclusions/Limitations include but are not limited to the following:

- Willful Misconduct or Dishonest, Fraudulent, Criminal or Malicious Act, Error or Omission
- Special Education Needs of Any Student with a Disability
- Actual or Alleged Violation of the Fair Labor Standards Act, the National Labor Relations Act or Consolidated Omnibus Budget Reconciliation Act of 1985, Occupations Safety & Health Act
- Bodily Injury, Corporal Punishment, Sickness, Disease or Death
- Sexual Abuse & Molestation
- Pollutants
- Benefit Plan Act
- Lockout, Strike, Picket Line, Hiring or Replacement Workers, Riot or Civil Commotion
- War
- Professional or other services
- Failure to Integrate or Desegregate Student Enrollment
- Medical Services
- Tax Credits or Tax Incentives

NOTE: Your renewal application includes a warranty statement that there are no known incidents that could lead to a claim. Failure to report such an incident prior to your renewal date could void coverage.

Please refer to your policy for a complete list of Exclusions and Limitations.

Deadly Weapon Protection

Insurance Company: Lloyd's Syndicates

Policy Term: July 1, 2020 to July 1, 2021

Liability – Claims Made Form	Limit
Aggregate	\$2,000,000
Each & Every Event & Claim Expense	\$2,000,000

Sub-limits of Expense Costs – Claims Made Form	Limit
Crisis Management Services Expense Aggregate	\$1,000,000
Crisis Management Services Expense Each Event	\$250,000
Counselling Services Expense Aggregate	\$1,000,000
Counselling Services Expense Each Event	\$250,000
Funeral Expenses Expense Aggregate	\$1,000,000
Funeral Expenses Each Event	\$250,000
Property Damage Expense Aggregate	\$2,000,000
Property Damage Each Event	\$2,000,000

Self Insured Retention	Per Occurrence
Each & Every Event & Claim Expense	\$10,000

Coverage Provisions	
Retroactive Date	July 1, 2018
No Flat Cancellations. Fully Earned Fees	Premium Payment Warranty: 45 Days from Inception

Coverage Extensions include but are not limited to the following:

- Vulnerability Assessment
- Deadly Weapon Action Plan Webinar
- Crisis Management Service Expenses - \$250,000 each event / \$1,000,000 Aggregate
- Property Damage extension

Coverage Exclusions/Limitations include but are not limited to the following:

- Euthanasia
- Any Explosive Devices that may have been set up Prior to or After an Active Shooter Event
- Any Vehicle Not Defined as a Road Vehicle.
- Mercy Killing(s)
- Suicide
- Business Income
- Third Party Liability

NOTE: Coverage applies to scheduled locations only. New locations must be reported. .

INSURANCE PROPOSAL

CROSSROADS CHARTER SCHOOLS, LLC

NOTE: Your renewal application includes a warranty statement that there are no known incidents that could lead to a claim. Failure to report such an incident prior to your renewal date could void coverage.

Please refer to your policy for a complete list of Exclusions and Limitations.

Student Accidental Death & Dismemberment Benefits

Insurance Company: Federal Insurance Company

Policy Term: July 1, 2020 to July 1, 2021

Benefit	Limit
Aggregate	\$1,000,000
Each AD&D Benefit Including Paralysis	\$20,000
Accidental Medical Expense	\$25,000

Coverage Provisions	
Eligible Persons	All Registered K-12 th Grade Students of Policyholder
Covered Activities	Regular Attendance at K-12 School, While Traveling to & from a Sponsored & Supervised Policyholder Activity in Transportation Arranged by the Policyholder & During Activities that are Sponsored by the Policyholder including all Interscholastic Sports Including Practices, Games & Group Travel Arranged by Policyholder to & from Games

Coverage Exclusions/Limitations include but are not limited to the following:

- Tackle Football

Please refer to your policy for a complete list of Exclusions and Limitations.

Directors and Officers Liability

Insurance Company: The Hanover Insurance Company

Policy Term: July 1, 2020 to July 1, 2021

Claims Made Coverage	Limit
Maximum Aggregate	\$1,000,000
Insuring Clause A Individual Non-Indemnified Insuring Clause B Individual Indemnified Insuring Clause C Entity	\$1,000,000

Retentions	
Insuring Clause A	\$0
Insuring Clause B or C	\$5,000

Pending or Prior Proceeding Dates	
Insuring Clause A, B, C	June 1, 2016

Coverage Extensions include but are not limited to the following:

- Additional Limit for Executives \$500,000 Limit
- Excess Benefit Transactions \$25,000 Limit
- Deletion of Consent to Settle Clause

Coverage Exclusions/Limitations include but are not limited to the following:








- Defense Costs Included in the Maximum Aggregate
- All Entities Except Crossroads Real Estate Company, Inc.

NOTE: Your insurance policy may state claims have to be reported immediately upon knowledge of the claim, as soon as possible or within a stipulated number of days.

NOTE: Your renewal application includes a warranty statement that there are no known incidents that could lead to a claim. Failure to report such an incident prior to your renewal date could void coverage.

Please refer to your policy for a complete list of Exclusions and Limitations.






Premium Summary

Line of Coverage	Proposed Carrier	Estimated Annual Premiums
Property		\$61,129.00
Inland Marine		\$811.00
General Liability – Subject to Audit		\$10,361.00
Workers’ Compensation – Subject to Audit		\$25,492.00
Umbrella Liability – Subject to Audit		\$11,591.00
Data Breach Liability		\$4,550.00
Educators Legal Liability Including Taxes & Fees		\$16,452.45
Deadly Weapon Protection Including Taxes & Fees	Lloyd’s Syndicates	\$10,641.75
Accidental Death & Dismemberment		\$13,137.00
Directors & Officers Liability for Real Estate Entity		\$1,939.00
Total Estimated Annual Premium:		\$156,914.20

Optional Quotes	Estimated Additional Premiums
Deadly Weapon Protection \$3,000,000 Limit	\$2,646 + Taxes
Data Breach Liability \$2,000,000 Limit	\$780.00

This is a summary of estimated premiums and is not a binding contract or a guarantee of issued costs. Additional limits of liability may be available upon request. All quotes are subject to final inspection and recommendations. It is understood this proposal provides only a summary of the policies and that the policies are the sole source for coverage, conditions and exclusions. Premiums proposed might be subject to change based upon experience modification as per rules and regulations of the Department of Insurance.

Payment Terms

Line of Coverage	Pay Directly to:	Terms
Property, Inland Marine, Liability, Automobile, Umbrella		10 Equal Installments
Workers' Compensation		15% Down and 9 Installments
Accidental Death & Dismemberment		Annual Due at Inception
Directors & Officers		Annual Due at Inception
Data Breach Liability, Educators Legal Liability, Active Shooter Protection,		Annual Due at Inception



Agency Bill Payments – Directly to MMA with Credit Card Option or eCheck

MMA provides the option to pay via credit card or echeck (ACH). The endorsed partner is SecurFee. A payment up to \$50,000 via echeck is also available with a \$4.00 flat fee.

Benefits to you:

- The convenience of paying with credit card online
- The ability to earn loyalty points from the credit card of your choosing
- Payment access 24/7/365
- Easy payment process
- AmEx, Discover, MasterCard, and VISA accepted with NO LIMIT
- <https://serviceapi.securfee.com/marshmma>

Security & Privacy Ensured:

- Information needed to process transactions is sent over a secure, encrypted internet connection
- SecurFee complies with all PCI security and privacy rules (no cardholder data is stored)
- SecurFee implements the latest data security measures, including CAPTCHA

About SecurFee

- SecurFee is an independent payment service provider, specializing in online payments with no processing fee to the merchant. They are MMA's endorsed partner for credit card payments and has built a payment portal designed specifically for our agency partners.

www.securfee.com

Detailed Annualized Premium Summary

Line of Coverage	Prior Term Annualized Using Renewal Exposures Premiums	Estimated 2020/2021 Annual Premiums
Property	\$53,987.00	\$61,129.00
Inland Marine	\$811.00	\$811.00
General Liability	\$9,865.00	\$10,361.00
Workers Compensation	\$26,241.00	\$25,942.00
Umbrella	\$10,525.00	\$11,591.00
Data Breach	\$3,910.00	\$4,550.00
Educators Legal Liability	\$13,056.20	\$16,452.45
Deadly Weapon Protection	\$10,641.75	\$10,641.75
Accidental Death and Dismemberment	\$11,245.00	\$13,137.00
Directors & Officers	\$1,944.00	\$1,939.00
Totals	\$142,225.90	\$156,914.20

Notable Material Changes in Terms and Conditions

Coverage	Expiring Term	Renewal Term
Property	Wind/Hail Deductibles as Broadway	Increased to \$25,000
Inland Marine	No Notable Changes	
General Liability	No Notable Changes	
Automobile	No Notable Changes	
Work Comp	No Notable Changes	
Umbrella	No Notable Changes	
Data Breach Liability	No Notable Changes	
Educators Legal Liability/EPLI	\$5,000 Retention	\$15,000 Retention
Deadly Weapon Protection	No Notable Changes	
AD&D	No Notable Changes	
Directors & Officers	No Notable Changes	

The above is not inclusive of all material changes in terms and conditions. Please refer to your policies.






Program Subjectivities

Program Subjectivities to Bind	
Educators Legal Liability	Signed & Dated Renewal Application
Deadly Weapon Protection	<ol style="list-style-type: none"> 1. Confirmation of no losses, threats, incidents, violent events, criminal events as scheduled locations at time of binding. 2. Signed and Dated Renewal Application
Data Breach Liability	<ol style="list-style-type: none"> 1. Signed and Dated Renewal Application 2. Missouri Claims Expense Endorsement Signed 3. Signed Warranty Letter if higher limit selected

The above program subjectivities are required before coverage can be bound.

Marketing Results

Listed below are the insurance companies approached with your insurance program:

Carrier	Coverage	Results
	Workers' Compensation	Would be about \$35,000
	Workers' Compensation	Proposed
	Workers' Compensation	Does not provide for schools
	Workers' Compensation	Estimated \$32,000
	Package, Umbrella and Workers' Compensation	Will not quote schools on Workers' Compensation; not competitive on other lines of business

Coverage Recommendations

In reviewing your insurance program, we have identified the following coverage's you may wish to consider. ***This is not a comprehensive listing of all potential coverage*** available but focuses on common gaps. We would be happy to provide premium indications on these or any other coverage that you would like to pursue.

- **Aircraft Including Drones or Non-Owned Liability** coverage
- **Credit Insurance** coverage
- **Foreign Property &/or Liabilities** coverage
- **Identity Fraud/Theft** coverage
- **Key Person Life Insurance** coverage
- **Kidnap and Ransom** coverage
- **Pollution Liability** coverage
- **Other Coverage options you would like to consider** _____

I have reviewed these possible recommendations and do not wish to pursue additional coverage.

Signed: _____ Dated: _____

Risk Management Recommendations

The below recommendations are intended to provide a general reference or resource only. We strongly advise that you work with experienced legal counsel or a loss control advisor to develop your own recommendations for use in your company or organization.

Pre-Employment Testing: Commonly used to screen applicants to determine the most qualified applicant for a particular job. Tasks should be identified in the job description for which the applicant has applied. The most commonly used employment assessments include personality tests, skills tests, aptitude tests, integrity tests, medical examinations, credit checks, criminal background checks and drug tests. Baseline testing is also a valuable tool, for example a baseline hearing test, if the job requires hearing protection. It is important to note that you should work closely with your Human Resources Department and Employment Practices attorney to be certain you do not violate the federal anti-discrimination laws.

Purchase Auto Physical Damage from Rental Agencies: Rental car agencies require replacement cost basis when a rental car is damaged in addition to loss of use reimbursement for the period the car is out of service for repairs. Hired Car Physical damage coverage included in the Business Auto Form is only available on an actual cash value basis and limits loss of use coverage which creates a gap in coverage should a loss occur. It is recommended that you request employees opt to include the collision damage waiver coverage when renting cars on company business.

Review Motor Vehicle Records Annually: Establish a procedure to obtain motor vehicle records from regular operators of company owned vehicles and criteria by which to check them.

Return to Work Program: Establishing a return to work (RTW) program is a key part of a comprehensive risk management program along with an active safety program, ongoing review of workplace design and process, and pro-active claims management. RTW helps reduce costs significantly by providing an opportunity for injured workers to be productive members of the work force while they recover from their injuries. RTW uses transitional, modified work assignments during the recovery process, depending on the physical capability of the injured worker. Each program is tailored specifically to meet the needs of the injured worker and the employer. A transitional job, designed through and RTW program, can be the first step in a successful return to full duty.

Subcontractors General Liability: You are held responsible for the general liability of uninsured subcontractors. You can avoid paying additional premiums based on your subcontractors' payrolls and sharing your limits with uninsured subcontractors by insisting on certificates of insurance showing they have their own adequate General Liability Coverage. Adequately insured subcontractors are covered under General Liability rating rules, but at a much lower rate. Each carrier defines adequately insured subcontractors limits differently.

Risk Management Recommendations

Subcontractor Workers' Compensation Liability: Secure a Certificate of Insurance from each subcontractor you use. Otherwise, most state laws hold you responsible if an uninsured subcontractor's employee is injured. Furthermore, any claims activity affects your loss experience and will increase your costs in the future. Without such certificates, you will have to pay additional premiums based on the subcontractor's payroll.

Risk Transfer in Contracts: Many endorsements used in risk transfer now contain a coverage trigger of being required in a written contract or agreement. Additional insured, waiver of subrogation and primary and non-contributory wording are a few examples. Do you have insurance requirements established for work performed for you by subcontractors? Do you make it a practice to review the insurance requirements in all contracts before signing? We can help you develop the appropriate insurance requirements to be included with your contracts with vendors/contractors and help your staff understand what to look for

Additional Services

Employee Health & Benefits

Our goal at Marsh & McLennan Agency (MMA) is to present you with solutions that offer smart ways to cut costs while still providing quality benefits. With so much to offer, things can get left out on lists. If you don't see it below, just ask. In addition to all health, dental and welfare insurance lines, MMA provides employers with the following:



- Business Management
- Plan and Benefits Management
- Employment Wellbeing, Support & Engagement
- Compliance & Human Resources Support
- MMA Employee Health & Benefits Technology Suite

In addition to our core benefits services, we have specialists monitoring and analyzing the implications of the Affordable Care Act. These experts, working in conjunction with our compliance and actuarial team, can help you determine the financial impact on your business and put a plan in place to help your company comply with complex regulations and manage costs.

- Financial & Underwriting
- Healthcare Strategies
- Health Care Reform & Compliance
- Population Health Management & Wellness
- Retirement & Executive Benefits
- Worksite/Voluntary Benefits
- International
- Benefits Administration & Communication

Employee Health & Benefits..... Kim Ray – Director
Direct: 913 529 3267
kim.ray@marshmma.com

Retirement Services



At Marsh & McLennan Agency, we are dedicated to the strategic development of employer-sponsored retirement plans customized to each client's unique needs and to working with each client to ensure the ongoing success of their plan. It is this combination of client-focused development and hands-on support that distinguishes our Retirement Services practice. Our consultants work closely with each client to evaluate their current plan, ensuring their company offers an industry-competitive retirement plan. Our knowledge and world class resources provide each client the most up-to-date information and best possible plan solutions.

Retirement Services..... Scott Enyart, CRPS, CMFC – Executive Producer
Direct: 913 529 3265
scott.enyart@marshmma.com

Additional Services

Loss Control Services

Marsh & McLennan Agency (MMA) offers services to effectively lower the potential risk in your workplace and in your business practices. Loss control services help minimize losses by identifying, evaluating and providing control measures. The implementation of a realistic, consistently enforced loss control program can provide many benefits, such as reduced injuries, fewer incidents, increased productivity, greater compliance with mandated regulations and lower insurance premiums.

MMA's dedicated loss control team does not believe in a "one size fits all" approach regarding loss control services. We recognize that every business is different. Our services are designed for customization based on your unique operations and needs. Our loss control team is committed to partnering with businesses for the long term to drive continuous operational improvements and make safety a natural part of doing business. By making workplace safety a top priority, we can help your business protect employees and better control losses and the costs associated with them.

Loss Control Services Steve Zink, MS, CSP, CPM, CES, RSO
Direct: 913 529 3226
steve.zink@marshmma.com

Captive Solutions

Marsh & McLennan Agency (MMA) provides an objective analysis of captive alternatives for a variety of exposures. Whether you are looking for a different approach to casualty insurance or to rein in healthcare spending MMA's experts can navigate the landscape of captive alternatives.



Unlike many captive consultants that specialize in one type of captive, MMA can analyze all of the leading captive options for mid-market accounts including Casualty, Enterprise Risk, Employee Benefits and Property.

Captive Solutions Contact Your Executive Producer

Additional Services

Surety

Marsh & McLennan Agency (MMA) leverages our market clout for your surety needs. Our professional staff explores a broad range of surety bond services and develops bonding that keeps your business moving. Whether you're a local subcontractor, a regional general contractor or a billion-dollar design/build contractor, our expertise will enhance your surety relationship. Notary bonds, financial guarantee bonds, license, court bonds up to a complex performance bond, MMA will work for you.



Surety Coordinator Megan Jarvis, Surety Coordinator
Direct: 913 529 3275
megan.jarvis@marshmma.com

Private Client Services



Marsh & McLennan Agency (MMA) has a reputation for providing individuals and families with creative insurance and loss prevention solutions. Our experience and commitment to providing exemplary advice means our qualified private client professionals will partner with you to develop custom solutions for your unique risks.

Today's market demands a global strategy. Our professional advisors will ensure that you are protected from the various liability exposures that come from having substantial assets, including international holdings. From multi-generational planning and comprehensive home and auto policies to the most exotic of coverages, MMA will help you find the best possible coverage for your home and significant assets, custom-tailored to your specific needs.

Private Client Services Joan Murry – Executive Producer
Direct: 913 529 3212
joan.murry@marshmma.com

Terrorism Risk Insurance Act

Effective November 26, 2002, Terrorism coverage provided by the Terrorism Risk Insurance Act of 2002 (TRIA) was made available in your policy(ies). In 2015, the federal government signed the version that was passed by the Senate and House. The Terrorism Risk Insurance Program Reauthorization Act (TRIPRA) extends the Terrorism Risk Insurance Act of 2002 (TRIA). The new bill eliminates the distinction between foreign and domestic acts of terrorism and otherwise keeps the program intact under roughly its current terms through December 31, 2020.

The premium charged for the terrorism coverage is outlined below:

Coverage	Premium
Property	\$486
Inland Marine	\$11
Liability	\$55
Automobile	\$0
Workers' Compensation (Cannot reject coverage)	\$49
Umbrella Liability	\$50
Data Breach Liability	Included
Educators Legal Liability	Included
Deadly Weapons Protection	Included
Accidental Death & Dismemberment	Included
Directors & Officers	Included

- With the exception of Workers' Compensation, the Act gives you the right to reject the offer of terrorism coverage. You may waive such coverage by signing a written statement.
- The Terrorism Risk Insurance Program Reauthorization Act (TRIPRA) extends the Terrorism Risk Insurance Act (TRIA) until December 31, 2020. TRIPRA retains most of the provisions of the original program; however, the following coverage is no longer included under the federal program:
 - Commercial Automobile, Garage Liability, Dealer's Blanket, Professional Liability (not including Directors and Officers Liability), Surety/Crime, Burglary and Theft and Farm Owners Multi-Peril.
- Actual coverage provided by your policy for acts of terrorism (as defined in the Terrorism Insurance Act of 2002 and Terrorism Risk Insurance Program Reauthorization Act (TRIPRA) of 2015) are limited by the terms, conditions, exclusions, limits, other provisions of your policy and/or any endorsements to the policy and are subject to applicable laws.

Our Commitment to You

MISSION

Making a difference in the moments that matter for our colleagues, clients, and communities.

VISION

To be the world-class leader, revolutionizing our industry and our colleague and client experience.

VALUES

Integrity
Collaboration
Accountability
Innovation
Passion

Minimum Earned and Deposit Premium

Minimum Deposit

Minimum and deposit is the amount of premium due at inception. Although the policy is “ratable”, subject to adjustment based on a rate per exposure unit, under no circumstances will the annual earned premium be less than the minimum deposit premium. The policy may generate an additional premium on audit, but will not result in a return.

If such a policy is cancelled midterm, the earned premium is the greater of the annual minimum multiplied by the short rate or pro-rate factor, or the actual earned as determined by audit, subject to a short rate penalty if applicable.

Minimum Earned Premium

A minimum earned premium endorsement can be attached to either a flat charge policy or an adjustable policy. In either case, this amount is the least that will be retained by the carrier once the policy goes into effect. The amount retained would be the greater of the actual earned premium whether calculated on a pro-rate or short-rate basis, or the minimum earned premium.

Flat Cancellations

Surplus lines carriers typically do not allow flat cancellations. Once the policy is in effect, some premium will be earned, and the amount or percentage is outlined in the policy.

Credit Policy

Marsh & McLennan Agency strives to offer the highest quality of service at the most competitive price possible. Accordingly, we have the following credit policy in place to assure that your coverage is not interrupted during the policy term.

- All premiums are due on the invoice date or effective date of the insurance, whichever is later. Always submit the remittance copy with your payment. If a remittance copy is not submitted, we will apply the cash to the oldest item on the account. Also, credit memos that cannot be applied against the original invoice will be applied to the oldest items on the account unless you direct us otherwise.
- If installment payments are available and provided under insurance policy terms, you will receive an invoice for each installment. Installments are due on the effective date of the invoice. Marsh & McLennan Agency does not finance annual or installment premiums. However, should you wish to finance your premium, we can place your financing with an approved insurance premium finance company.
- For direct bill policies: Notices you receive from your insurer regarding past due premiums or cancellation due to non-payment of premium shall be considered notice from Marsh & McLennan Agency LLC (MMA). As a matter of general practice, MMA does not provide notice of a potential lapse of coverage due to non-payment of premium to clients where coverage is written on a direct bill basis.

Your Service Team maintains the on-line access to all of your coverage, premium and accounting detail and will be able to answer most billing questions. We thank you for your support and business.

Compensation Disclosure and Limitation of Liability

Marsh & McLennan Agency LLC (“MMA”) prides itself on being an industry leader in the area of transparency and compensation disclosure. We believe you should understand how we are paid for the services we are providing you. We are committed to compensation transparency and to disclosing to you information that will assist you in evaluating potential conflicts of interest.

As a professional insurance producer, MMA and its subsidiaries facilitate the placement of insurance coverage on behalf of our clients. As an independent insurance agent, MMA may have authority to obligate an insurance company on behalf of our clients and as a result, we may be required to act within the scope of the authority granted to us under our contract with the insurer. In accordance with industry custom, we are compensated either through commissions that are calculated as a percentage of the insurance premiums charged by insurers, or fees agreed to with our clients.

MMA engages with clients on behalf of itself and in some cases as agent on behalf of its non-US affiliates with respect to the services we may provide. For a list of our non-US affiliates, please visit: <http://global.marsh.com/about/>. In those instances, MMA will bill and collect on behalf of the non-US Affiliates amounts payable to them for placements made by them on your behalf and remit to them any such amounts collected on their behalf.

MMA receives compensation through one or a combination of the following methods:

- **Retail Commissions** – A retail commission is paid to MMA by the insurer (or wholesale broker) as a percentage of the premium charged to the insured for the policy. The amount of commission may vary depending on several factors, including the type of insurance product sold and the insurer selected by the client.
- **Client Fees** – Some clients may negotiate a fee for MMA’s services in lieu of, or in addition to, retail commissions paid by insurance companies. Fee agreements are in writing, typically pursuant to a Client Service Agreement, which sets forth the services to be provided by MMA, the compensation to be paid to MMA, and the terms of MMA’s engagement. The fee may be collected in whole, or in part, through the crediting of retail commissions collected by MMA for the client’s placements.
- **Contingent Commissions** – Many insurers agree to pay contingent commissions to insurance producers who meet set goals for all or some of the policies the insurance producers place with the insurer during the current year. The set goals may include volume, profitability, retention and/or growth thresholds. Because the amount of contingent commission earned may vary depending on factors relating to an entire book of business over the course of a year, the amount of contingent commission attributable to any given policy typically will not be known at the time of placement.
- **Supplemental Commissions** – Certain insurers and wholesalers agree to pay supplemental commissions, which are based on an insurance producer’s performance during the prior year. Supplemental commissions are paid as a percentage of premium that is set at the beginning of the calendar year. This percentage remains fixed for all eligible policies written by the insurer during the ensuing year. Unlike contingent commissions, the amount of supplemental commission is known at the time of insurance placement. Like contingent commissions, they may be based on volume, profitability, retention and/or growth.

Compensation Disclosure and Limitation of Liability

- **Wholesale Broking Commissions** – Sometimes MMA acts as a wholesale insurance broker. In these placements, MMA is engaged by a retail agent that has the direct relationship with the insured. As the wholesaler, MMA may have specialized expertise, access to surplus lines markets, or access to specialized insurance facilities that the retail agent does not have. In these transactions, the insurer typically pays a commission that is divided between the retail and wholesale broker pursuant to arrangements made between them.
- **Other Compensation & Sponsorships** – From time to time, MMA may be compensated by insurers for providing administrative services to clients on behalf of those insurers. Such amounts are typically calculated as a percentage of premium or are based on the number of insureds. Additionally, insurers may sponsor MMA training programs and events.

We will be pleased to provide you additional information about our compensation and information about alternative quotes upon your request. For more detailed information about the forms of compensation we receive please refer to our Marsh & McLennan Agency Compensation Guide at <https://www.marshmma.com/resource/compensation-guide-for-client.pdf>

MMA's aggregate liability arising out of or relating to any services on your account shall not exceed ten million dollars (\$10,000,000), and in no event shall we be liable for any indirect, special, incidental, consequential or punitive damages or for any lost profits or other economic loss arising out of or relating to such services. The foregoing limitation of liability and jury waiver shall apply to the fullest extent permitted by law.

Premium Finance Disclosure Statement for US Based Clients in States Excluding CA

Marsh & McLennan Agency LLC, through one of its divisions or subsidiaries ("MMA") has obtained a premium finance quote from AFCO Premium Credit LLC ("AFCO") to finance your insurance premium. AFCO is a joint venture between Marsh USA Inc., an affiliate of MMA and AFCO Credit Corporation in which Marsh USA is a majority owner. If you elect to finance your insurance premium, as an owner of AFCO, Marsh USA will earn 75 hundredths of one percent (.0075) of the financed premium, in respect of your premium finance transaction. In addition, Marsh USA participates in a bonus that is computed on the basis of the volume of premiums financed through AFCO Premium. Based on current estimates of premium volume, Marsh USA Inc. expects to earn an additional 9.05 hundredths of one percent (.000905), attributable to your premium finance transaction. The bonus component is just an estimate. When the actual amount is known, if it is higher than the estimate, we will provide it to you

MMA is acting as an intermediary when we obtain quotes to finance your insurance premium, not as your insurance agent or broker. You are not required to accept the premium financing terms from AFCO.

Proposal Disclaimer

No coverage is provided by this summary, nor can it be construed to replace any provision of the policy. Refer to the actual policy for complete information on the coverages provided. If there is a conflict between the policy and this summary, the provisions of the policy shall govern.

This proposal contains a brief outline of coverages and not a complete explanation of insurance being presented. It is intended to provide a summary of coverage for your review. Only the policy itself can provide a detailed description of the terms conditions, exclusions and endorsements of coverage. A complete specimen policy form will be made available upon your request. For details of coverage refer to the policy itself when issued. This document is neither a binder nor a legal interpretation of the insurance coverage.

In evaluating your exposures to loss, we are dependent upon information provided by you. You ultimately choose the values elected. If there are any areas that need to be evaluated prior to binding coverage, or should any of your exposures change after coverage is bound, such as the beginning of new operations, hiring employees in new states, buying additional property, autos, equipment, etc., please let us know so coverage can be discussed. While we will strive to place your insurance with reputable, highly rated companies, we cannot guarantee the financial stability of an insurance company.

In order to ensure that your important changes are properly communicated, please contact us as questions arise and or exposure changes occur. We must discuss how they affect your insurance program.

The changes in exposure that have an impact on your insurance program include, but are not limited to, those listed below:

1. Changes to any operation such as expansion to other states, new products, etc.
2. Mergers and/or acquisitions of new companies.
3. Any assumed contractual liability, granting of indemnities, or hold harmless agreements.
4. Circumstances which may require an increase in liability insurance limits.
5. Any changes to fire or theft protection, such as installation or disconnection of sprinkler system, burglar alarms, etc. This includes alterations to same.
6. Any changes to scheduled equipment such as contractors' equipment, computer equipment, etc.
7. Property, of yours that is in transit, unless we have previously arranged for this insurance.
8. Any changes in existing premises including vacancy, whether temporary or permanent, alterations, demolition, etc. Also, any new premises purchased, constructed, or occupied.
9. Any new exposures or plans for foreign travel or operations.

Best Financial Rating

Information is included below about the A.M. Best Company, our primary security rating source.

It is our firm’s policy to recommend insurance companies evaluated as A++ and A+ (Superior), A and A- (Excellent) and no lower than B++ and B+ (Very Good) - all Secure ratings by Best’s. The ratings of the insurance companies we propose are as follows:

BEST’S RATING:

Line of Coverage	Insurance Carrier	Rating & Date
Property, Inland Marine, Liability, Automobile,	Citizens Insurance Company of America	A as of 06/13/19
Crime, Umbrella, Directors & Officers	Hanover Insurance Company	XV \$2 Billion or Greater
Data Breach Liability	Beazley Insurance Company	A as of 09/26/19 XIV \$1.50 to \$2 Billion
*Educators Legal Liability	*Indian Harbor Insurance Co	A+ as of 12/12/19 XV \$2 Billion or Greater
Deadly Shooter	*Underwriters at Lloyd’s of London	N/A
Accidental Death & Dismemberment	Federal Insurance Company	A++ as of 12/11/19 XV \$2 Billion or Greater

***NOTE: If a company is indicated as a Surplus Lines company by the use of *, the placement does not benefit from State Guaranty Funds in the event of carrier insolvency.**

The Educators Legal Liability & Deadly Shooter Protection will be issued by an insurer not authorized to do business in Missouri and as such the form, financial condition and rates are not subject to review by the Commissioner of Insurance and the insured is not protected by any guaranty fund.

Secure Best’s Ratings	
A++ and A+	Superior
A and A-	Excellent
B++ and B+	Very Good
Vulnerable Best’s Ratings	
B and B-	Fair
C++ and C+	Marginal
C and C-	Weak
D	Poor
E	Under Regulatory Supervision
F	In Liquidation
S	Rating Suspended

Financial Size Categories (FSC)															
In Millions of U.S. dollars of reported capital, surplus and conditional reserve funds															
FSC I	less	than	1	FSC V	10	to	25	FSC IX	250	to	500	FSC XIII	1,250	to	1,500
FSC II	1	to	2	FSC VI	25	to	50	FSC X	500	to	750	FSC XIV	1,500	to	2,000
FSC III	2	to	5	FSC VII	50	to	100	FSC XI	750	to	1,000	FSC XV	Greater	Than	2,000
FSC IV	5	to	10	FSC VIII	100	to	250	FSC XII	1,000	to	1,250				

Named Insured Schedule

Named Insured	Property	Inland Marine	Liability	Automobile	Workers' Compensation	Umbrella	Crime	Data Breach Liability	Educators Legal Liability	Deadly Weapon Protection	Accidental Death & Dismemberment	Directors & Officers
Crossroads Charter Schools, LLC	●	●	●	●	●	●	●	*	●	*	*	
Crossroads Real Estate Company	●	●	●	●		●						●
Historic Virginia Hotel LLC	●	●	●	●		●						
DBA's Crossroads Academy Central Street Crossroads Academy Quality Hill Crossroads High School	●	●	●	●		●						

- * Data Breach Liability
Subsidiary means any entity: which, on or prior to the inception date of this Policy, the Named Insured (i) owns, directly or indirectly, 50% or more of the outstanding voting securities, or (ii) having the right pursuant to a written contract or the bylaws, charter, operating agreement or similar documents of an entity to elect, appoint, or designate a majority of the board of directors of a corporation, the management committee of a joint venture or partnership, the management board of an limited liability company; or any persons serving in a functionally equivalent role for such an entity operating or organized outside the United States ("Management Control");
- * Accidental Death & Dismemberment
Subsidiary means any organization in which:
 - 1) more than 50% of the outstanding securities or voting rights representing the present right to vote for election of directors is owned or controlled, directly or indirectly, in any combination by the **Policyholder**; or 2) the **Policyholder** exercises management control.
- * Deadly Weapon Protection
Named insured means the entity & business locations where services are rendered.

A change in your firm's ownership may have an impact on how your coverage applies going forward or if it will apply at all. Please immediately report to MMA any change in your firm's ownership.

Schedule

Mailing Address: 1015 Central St, Kansas City MO 64105

Location Schedule

Address	Operations/Description
1009-15 Central St, Kansas City MO 64105	K – 6 th Grade
1029 Central St, Kansas City MO 64105	Gymnasium
1080 Washington St, Kansas City MO 64105	K – 5 th Grade
808-16 Broadway Blvd, Kansas City MO 64105	7 th – 12 th Grade

Liability

Class Code	Classification	Exposure Basis	Exposure
47476	General Liability	# of Students	1,099

Workers' Compensation

State	Code	Classification	Estimated Payroll
MO	8868	School – Professional Employees & Clerical	\$7,500,000

Statement of Values

Address	Blanket Building	Blanket Business Personal Property	Blanket Business Income & Extra Expense
1009 Central St, Kansas City MO	\$7,500,000	\$285,000	\$2,000,000
1080 Washington St, Kansas City MO	\$7,500,000	\$550,000	Included
808-16 Broadway Blvd, Kansas City MO	\$21,000,000	\$550,000	Included
1011 & 1015 Central St, Kansas City MO	\$5,200,000	\$285,000	Included
1029 Central St, Kansas City MO	\$1,200,000	\$75,000	Included
Total	\$42,400,000	\$1,745,000	\$2,000,000

IMPORTANT NOTE REGARDING ESTABLISHING THE REPLACEMENT COST OF PROPERTY

- The replacement cost of a building today is increasing at a rapid pace because of the increase in the cost of construction materials and labor. Insurance values are not related to market value. You should independently verify the building limit as well as your contents limit. Do not rely on the estimated value used by the insurance company or Marsh & McLennan Agency LLC. Seek the guidance of contractors experienced in building structures similar to yours. Remember to factor in the additional cost to rebuild in accordance with current building codes and debris removal expense.
- As to business personal property (contents, leasehold improvements and inventory), be sure you are not using book value but are using the cost to replace new if you have elected replacement cost coverage as the basis for the limit you are insuring and be sure to include the value of property of others in your possession to the extent you have contractual responsibility. You should include computer equipment in the business personal property limit, although separate coverage may be needed for unique perils such as electronic vandalism and loss of data.
- For the purpose of the stock limit, value finished goods on a selling price basis.
- The insured is responsible for verifying that property limits are accurate and sufficient.



Marsh & McLennan Agency, LLC
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Overland Park, Kansas 66211-1671
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Marsh & McLennan Agency LLC is one of the Marsh & McLennan Companies, together with Marsh, Guy Carpenter, Mercer, and Oliver Wyman.

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Securities offered through MMA Securities LLC (MMA Securities), member FINRA / SIPC, and a federally registered investment advisor. Main Office: 1166 Avenue of the Americas, New York, NY 10036. Phone: (212) 345-5000. Variable insurance products distributed by MMA Securities LLC. MMA and MMA Securities are affiliates owned by Marsh & McLennan Companies.

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It's our business
to be there for you in the

**MOMENTS
THAT
MATTER.**



May 2020

Q1 Business Insurance Marketplace Weathering the 10th Consecutive Quarter of Rate Increases Dually Impacted by a Global Pandemic

Businesses have experienced a decade's worth of challenges over the last three months. They are facing a world-changing pandemic that has resulted in an unprecedented Gross Domestic Product (GDP) contraction, serious liquidity challenges, supply chain issues and business interruptions, state legislative mandates, and the danger of going under.

EARLY 2020
DRAMA SETS THE
SCENE FOR AN
UNPRECEDENTED
IMPACT ON
AN ALREADY
CHALLENGING
INSURANCE
MARKET.



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Add to this, the ongoing climate change, escalating cybersecurity concerns, political risk and geopolitical instability, and increased underwriting scrutiny and you have unprecedented impact on an already challenging insurance market.

As a result of these variables, emerging risks of the magnitude we’re experiencing means it is been more crucial than ever to engage with a broker that can provide a broad range of experience in a variety of areas including:

- Industry specific expertise
- Global markets
- Captive/alternative risk solutions
- Proprietary products and pre-negotiated coverage extensions
- Benchmarking and analytics
- Risk control and safety guidance
- Claims advocacy
- Worker total health

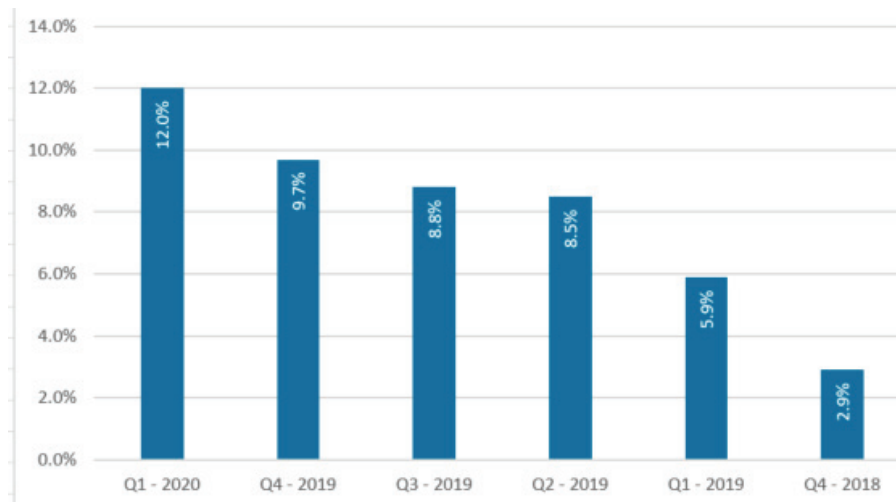
COVID-19 is just beginning to affect premiums and rates, but the above areas may help clients mitigate the impact from market fluctuations and uncertainties — and they can be essential for businesses in assessing their emerging risks. The following is our market analysis by line of coverage, by region, and within certain industries.

PROPERTY/INLAND MARINE

Throughout 2019 and into early 2020, fire, flood, wind/hail, hurricanes and tornadoes in the continental United States continue to negatively impact the profitability of property insurance.

MID-SIZED MARKETPLACE

Average Commercial Property Rate Changes by Quarter*



Source: The Council of Insurance Agents & Brokers

Early Q1 2020 trends are showing an average rate increase of 20.1% across the continental U.S.

These rate trends continue to develop as reinsurance carriers look for both rate increases as well as coverage term reductions as they renew business April 1 through July 1.

Industries and geographical regions that have been hit the hardest are:



HABITATIONAL
across all regions



FOOD & BEVERAGE
across all regions



HOSPITALITY
across all regions



HEALTH CARE
across all regions



**DISTRIBUTION/
WAREHOUSING**
West, Southwest and
Southeast regions



VEHICLE DEALERSHIPS
across all regions for
Dealers Open Lot



ENERGY
across all regions
but specifically the
Southwest region



AGRIBUSINESS
across all regions

Property rate inadequacy, added to continued deteriorating losses, undervalued property limits and poor investment results are pushing carriers and other investors to lower their capacity while also changing coverage terms. All of this results in market constriction and less competition for business.

Although it is difficult to determine the full impact of COVID-19 on property insurance, state- specific legislation as well as lawsuits surrounding business interruption coverage within current policy language could have a profound effect on both property insurance availability and the financial viability of the insurance industry. Property policy vacancy clauses also need close attention throughout stay-at- home state orders. Some carriers have publicly committed themselves to not invoking vacancy clauses during the crisis — but every policyholder should confirm these exceptions with their insurance provider.

Regardless, it is not uncommon to see rate increases on loss-free business within non-catastrophic states to be anywhere from 6% to 25%. Coastal property, or loss driven property can anticipate rate increases from 25% to well over 100% (if renewal terms are even offered).

The California Wildfire Fund, which was established last year to back some of the wildfire liabilities related to utilities operating in the state, will go back to the reinsurance market to seek a renewal and an expansion of its first program for 2020 and beyond. Guy Carpenter will be the fund’s reinsurance broker.

Cargo Stock Throughput

The cargo market started to contract towards the end of Q1 2019. Too many consecutive years of unprofitable underwriting results and global losses contributed to the market shift and underwriters taking steps to de-risk their portfolios. The soft market in the previous years had resulted in a lack of underwriting discipline that had to be corrected in order to ensure a sustainable market moving forward. Certain classes of business were — and continue to be heavily scrutinized. In particular these sectors include:



AUTOMOTIVE



TOBACCO



PHARMACEUTICAL



SOFT COMMODITIES
(e.g. cotton, grain, etc.)



TEMPERATURE-SENSITIVE PRODUCTS

Overall, the market saw pressure on rates and a shrinkage of available capacity. Certain coverages were revised, such as specifically excluding misappropriation and the aggregation of catastrophe perils. The hard market was already set for 2020 and this has only been exacerbated by multiple storm and tornado losses in Q1, which are expected to cost the London market in excess of \$500M. This has put excess stock coverage under even more intense pressure, resulting in a reluctance to write buffer layers (for example, \$15M excess of \$10M) stock placements. This is because the attachment point is deemed to be too low, giving underwriters too much “primary” exposure.

Additional insights:

- 1 Cyber exclusion clauses in property policies are commonly being enforced as the markets seek to remove any ambiguity around this coverage.
- 2 2020 should see a more predictable market in terms of available capacity, although this will still remain a challenge in the above-mentioned market sectors. Rates will continue to increase and we anticipate approximate 15% increases on lower risk primary accounts.
- 3 Loss-affected business and the more challenging occupancy classes will be underwritten on an individual account basis and these placements will continue to be a challenge.

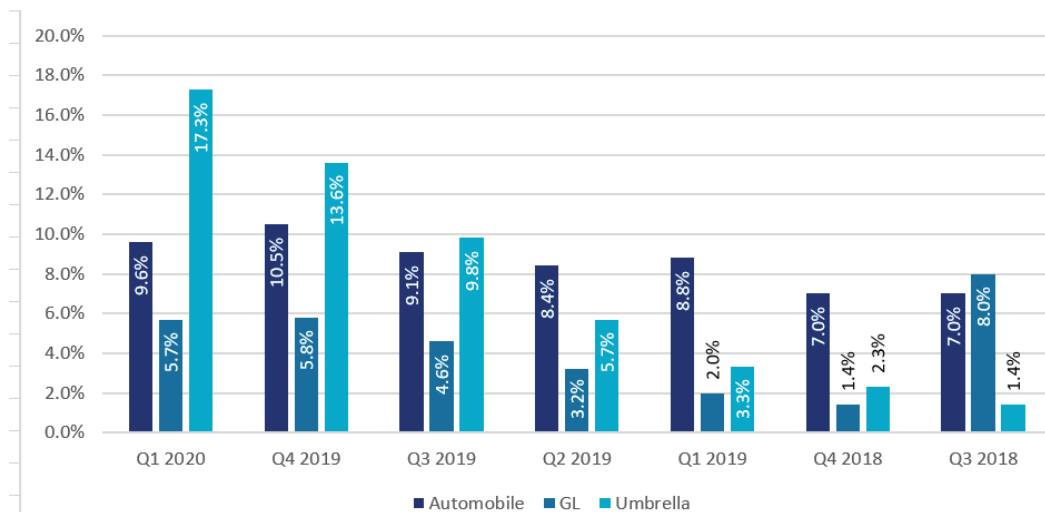
CASUALTY COVERAGES — AUTOMOBILE/GENERAL LIABILITY/UMBRELLA/ EXCESS:

Over the past six years, commercial Automobile rates have been on the rise due primarily to rate inadequacy, inattentive driving, increased cost of parts/labor, technology and severe weather events. There has also been a noticeable increase in average claim settlements (referred to as social inflation) that has not only affected Automobile premiums, but also General Liability and Umbrella/excess premiums.

The following graph outlines rate changes over the past 18 months by line of coverage, with trends showing Automobile at a continued 9% to 12% increase year over year, and both General Liability and Umbrella/excess showing quarterly increases of substance.

MID-SIZED MARKETPLACE

Average Rate Movement – Recent Renewals by Line of Coverage



Source: CIAB Q4 Rate Survey

Of critical note:

- Although vehicle use for many industries is substantially less, rates per vehicle continue to rise due to increased lawsuits and large jury awards.
- Constriction of insurance markets continues for trucking operations across the U.S.
- As Automobile, General Liability, and Umbrella loss trends and jury awards continue to rise, loss rates will follow suit placing the burden of payouts directly on all policyholders .
- It is uncertain how COVID-19 will affect Automobile, General Liability, and Umbrella/excess coverage over and above what is already taking place in the market.
- Most insurance carriers are reducing Umbrella limits by industry to avoid or limit large jury awards not contemplated in their rate making models.
- Medical cost inflation will tend to increase due to losses other than from COVID-19, resulting in loss value development. Non-critical care and elective surgeries have been postponed, calling for interim re-habilitation solutions at a cost.
- Injured claimants costs may continue to increase as many feel the effects of the economic slowdown, with individuals working less and many out of work.
- Damaged property may not be repaired or replaced on a timely basis due to work slowdown related to stay-at-home orders and/or social distancing protocol.
- Rate trend charts only include trailing data but much larger Umbrella rate increases have been quite evident in Q1 2020.

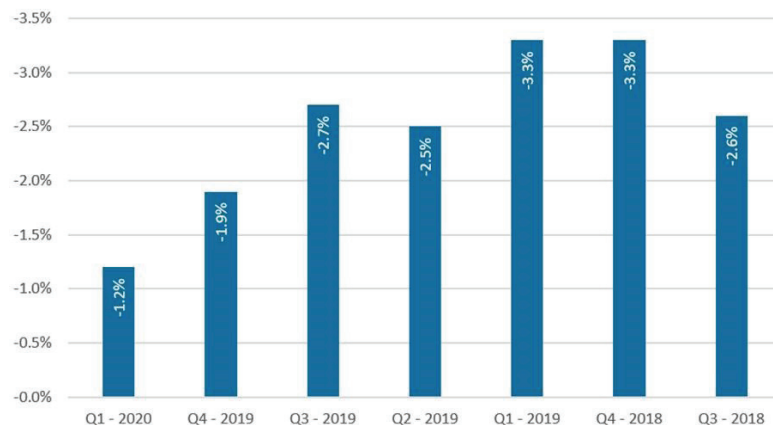
WORKERS' COMPENSATION:

The past five years of favorable Workers' Compensation rates will likely take a turn in the opposite direction due to COVID-19 implications. According to the National Council of Compensation Insurance (NCCI) — the U.S. insurance rating and data collection bureau for 38+ states — there are many unknowns regarding COVID-19 and its ultimate impact on the U.S. population from a Workers' Compensation perspective. Many times, Workers' Compensation pricing has been leveraged to keep the property, General Liability, Automobile and umbrella/excess pricing increases less obvious.

The following graph outlines Workers' Compensation premium trends over the past 18 months:

WORKERS' COMPENSATION AVERAGE RATE MOVEMENT

Recent Renewals



Source: CIAB Q4 Rate Survey

The above premium trends actually go back over five years, demonstrating a steady downward trend. During this same time period, Workers' Compensation "Pure Premium Rates" (PPR) — rates promulgated by industry class from three prior years of loss data that fund exclusively for claims — have trended downward due to a lower frequency and severity of loss as well as limited medical cost inflation.

When PPR rates decrease, yet actual losses decrease to a lesser extent, "Experience Modification Factors" (EMF) start to increase.

Over the past 18 months, due to low unemployment and the need for more workers by industry, both frequency of loss as well as loss value per claim started to increase. *Within two years we should start to see an increase in PPR at a time when EMFs are already on the upswing, resulting in premium increases.*

Key variables that could come into play with Workers' Compensation as a result of COVID-19 include:

- Compensability questions are complicating the Workers' Compensation landscape. As of this writing, Oliver Wyman Actuarial Consulting, Inc. has identified 13 states that have implemented new legislation, or issued executive orders and regulatory directives that affect compensability of workers' compensation claims.
- State legislation that provides "presumption of compensability" to certain workers under the state's Workers' Compensation laws (as of this writing, four states have passed this legislation, with another seven considering similar steps).
- California exhibiting excess rate and legislative changes.
- Existing "non COVID-19" losses in the Workers' Compensation system that are not being serviced on a timely basis due to medical services/personnel being utilized elsewhere.
- The medical industry expense model has substantially increased due to COVID-19 and will need to be funded for in the future.
- Certain workers, better defined as "essential workers" (fire, police, EMT, health care and daycare workers) could receive Workers' Compensation benefits regardless of where they might have contracted COVID-19. NCCI has modeled the potential Workers' Compensation costs associated with COVID-19 to be anywhere from \$1B to \$80B in ultimate payouts. The NCCI model outlines loss results based on the symptoms type of:
 - Mild (medical treatment, but no hospitalization).
 - Moderate (requires hospital stay, without intensive care unit (ICU) or ventilation).
 - Severe (requires hospital stay involving ICU and/or ventilation).
 - Overall (combination).
 - Based on how "essential workers" are ultimately defined.

Source: NCCI Research Brief – April 2020

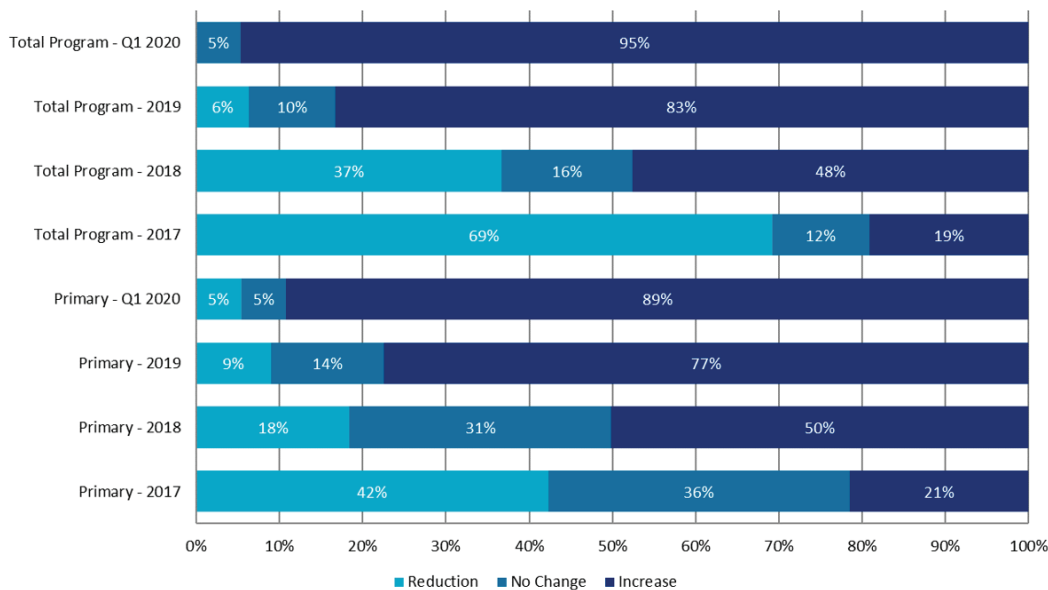
We will know more as the weeks and months progress, but it is clear Workers' Compensation pricing and underwriting will be changing.

PUBLIC DIRECTORS & OFFICERS (D&O) LIABILITY

- **Public company D&O Liability Coverage has become a highly constricted marketplace. Utilization of coverage responding to increased frequency and severity of lawsuits is resulting in increased retentions, reduced limits, and premium increases of 25% to over 100%.**
 - 15% of the primary renewals received a primary rate increase of over 100%.
 - 21% of renewals in March experienced a total program increase greater than 100%. 9% of the March renewals experienced a total program increase greater than 200%.
 - 48.4% of the March renewals fell into the “difficult” risk profile category. Within the category of “difficult”, 62.5% of the renewals received total program increases of over 50%.
 - 18% of March renewals reduced their total D&O limits purchased. While 9% of March renewals, increased their total D&O limit.
 - 12% of March renewals experienced a reduction in coverage when compared to the prior year. The most common changes include a reduction in “Derivative Demand Investigation” sublimit, changes to the pre-determined ERP provisions and removal of the reinstatement of limit provision on the Side A layers.
- **Compounding COVID-19 Impacts:**
 - **Disclosure Risk:** Missing, inadequate, corrective or not appropriately updated.
 - **Failure to Act / Respond Risk:** Claims based on allegations that the company management failed to respond sufficiently or appropriately to dramatically changed operating conditions.
 - **Supply Chain Risk:** Failure to ensure that the company’s supply chain allowed for alternative supply arrangements.
 - **Bankruptcy Risk:** Certain industries and certain companies within those industries are particularly vulnerable.
- **Regulatory Risk: Enforcement actions may come from regulators alleging violations of:**
 - Health and safety laws and regulations.
 - Consumer protection violations.
 - Environmental law violations.
 - Employment law violations.
 - Other violations of law allegedly committed in connection with a company’s response or failure to respond appropriately to the coronavirus outbreak.

PERCENT OF US PUBLICLY TRADED CLIENTS WITH AGGREGATED QUARTERLY RATE CHANGES

D&O and Side A-Only Programs

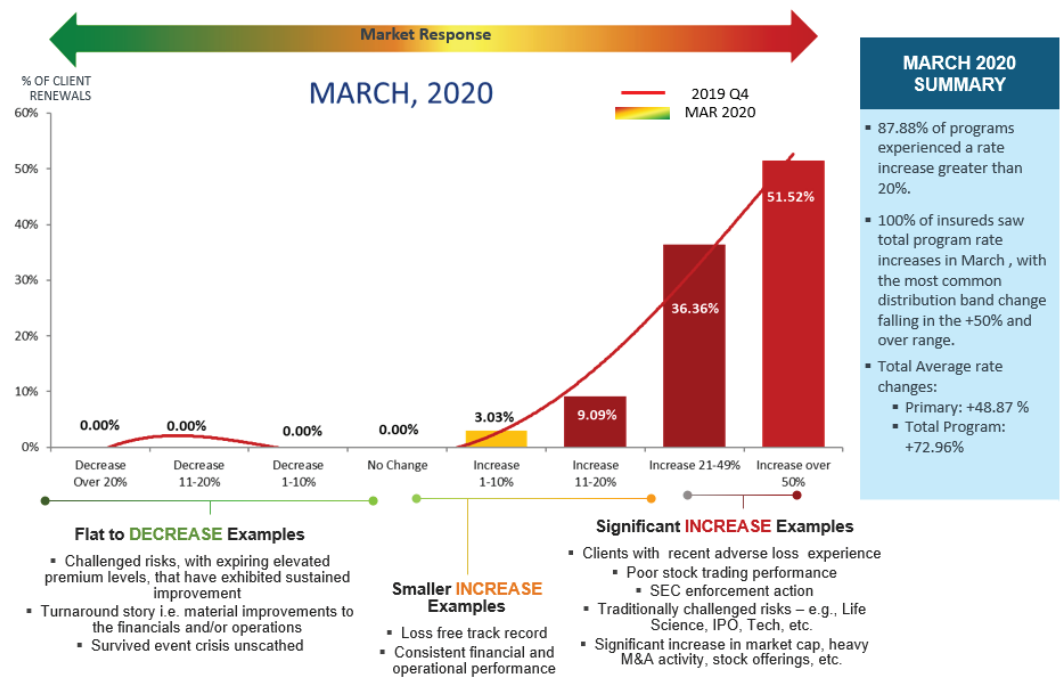


Note: layer structure changes are not contemplated in the price per million analyses. In addition, 2019 rate changes outside of -50% -+250% range are excluded, all other renewals are included.

Note: Not all stacked bars will add to 100 due to rounding.

Source: Marsh PlaceMAP

PUBLIC COMPANY D&O RENEWAL RATE TRENDS – MARCH 2020

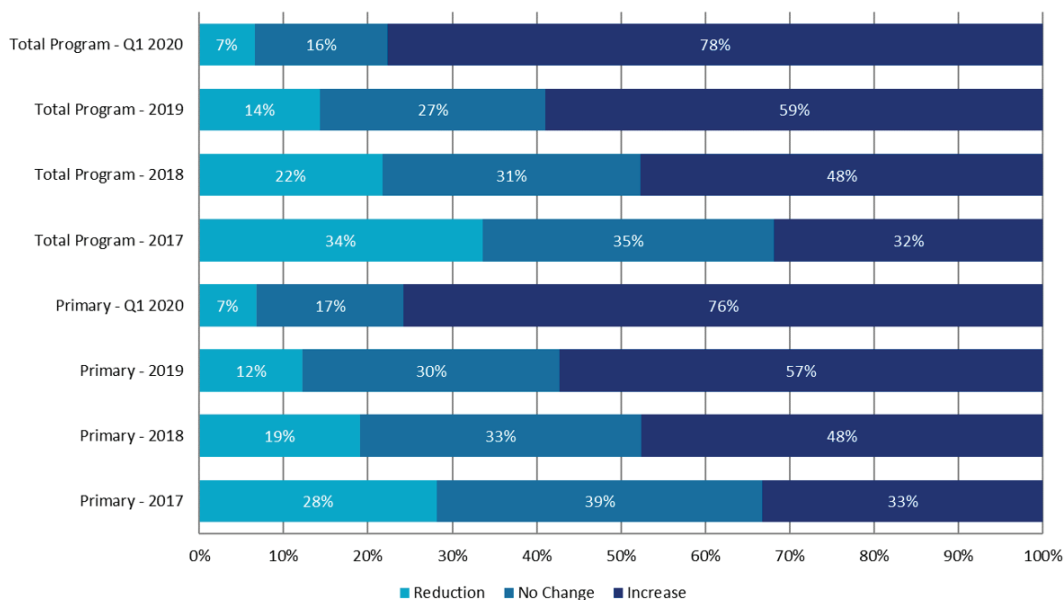


PRIVATE DIRECTORS & OFFICERS (D&O) LIABILITY

Privately-held businesses have been mostly immune to the hardening market until recently. Increased underwriting scrutiny and price increases are moving from the 5% to 15% range but seeing a significant shift due to potential COVID-19 implications:

- Suits from creditors resulting from lack of liquidity due to the sudden economic shutdown.
- Suits from competitors that allege unfair competition, non-compete violations, or improper activities from former employees.
- Allegations from “outside” shareholders of breach of fiduciary duty, negligence in lack of preparedness or failure to secure appropriate insurance.
- Alleged discrimination or harassment, particularly regarding protected classes, as a result of HR policies implemented in response to the outbreak.
- Claims under the Americans with Disabilities Act (ADA) if employers aren’t cognizant about how they should handle impacted employees relative to COVID-19.
- Fiduciary claims may become likely if company stock is part of any financial benefit plan such as an ESOP.
- Fast-changing work roles may lead to issues concerning plan eligibility. Health plan coverage uncertainty may lead to allegations of poor plan design.

PERCENT OF US PRIVATELY HELD & NOT-FOR-PROFIT CLIENTS WITH AGGREGATED RATE CHANGES D&O, D&O including EPL, and Side A-Only Programs



Note: layer structure changes are not contemplated in the price per million analyses.

Source: Marsh PlaceMAP

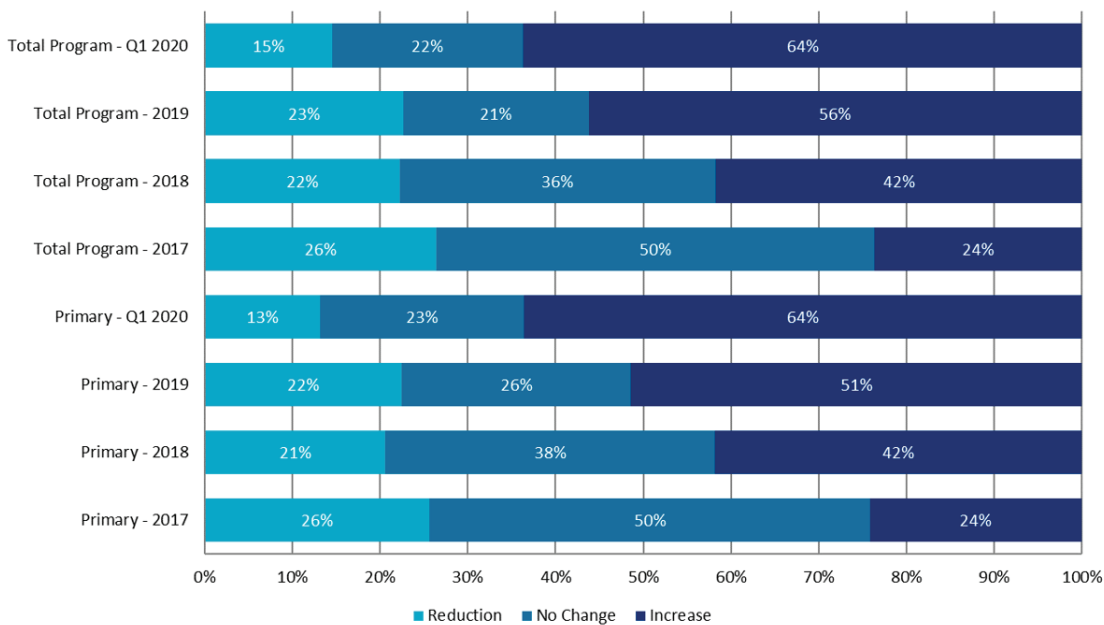
EMPLOYMENT PRACTICES LIABILITY (EPL)

We anticipate an increase in claims activity related to the difficulties employers may have in navigating the changing regulations due to the COVID-19 pandemic. Some of the considerations given the current state include:

- Claims alleging discrimination or harassment may be covered under EPL.
- For example, EPL policies may cover claims by employees alleging discrimination against protected classes as a result of human resources policies implemented in response to the COVID-19 outbreak, or claims resulting from harassment (and tolerance of harassment by the company) of people in protected classes.
- Claims under the Americans with Disabilities Act (ADA) could also arise if employers are not careful about their questioning of employees relating to COVID-19, and such claims may be covered under an EPL policy.
- There is typically a bodily injury (BI) exclusion in an EPL policy but BI claims by employees arising out of possible infection at work may fall under the company’s Workers’ Compensation policy. Review the BI exclusion in the EPL policy to ensure it has a “for” preamble as opposed to the more sweeping absolute preamble of “based upon, arising out of, attributable to....”.
- Although claims under OSHA, the NLRA and many other workplace statutes are excluded under a typical EPL policy, a claim for retaliation (regardless of which statute the employee is proceeding under) would be covered.

PERCENT OF US CLIENTS WITH AGGREGATED RATE CHANGES

Standalone EPL Programs Only



Note: layer structure changes are not contemplated in the price per million analyses.

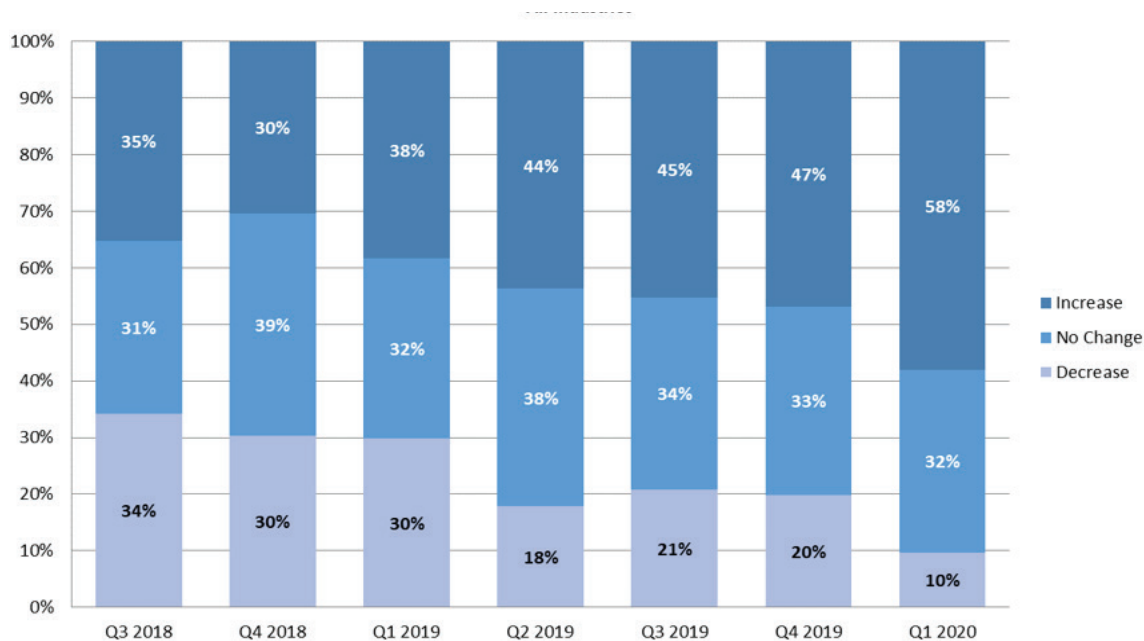
Source: Marsh PlaceMAP

CYBER SECURITY AND DATA PRIVACY

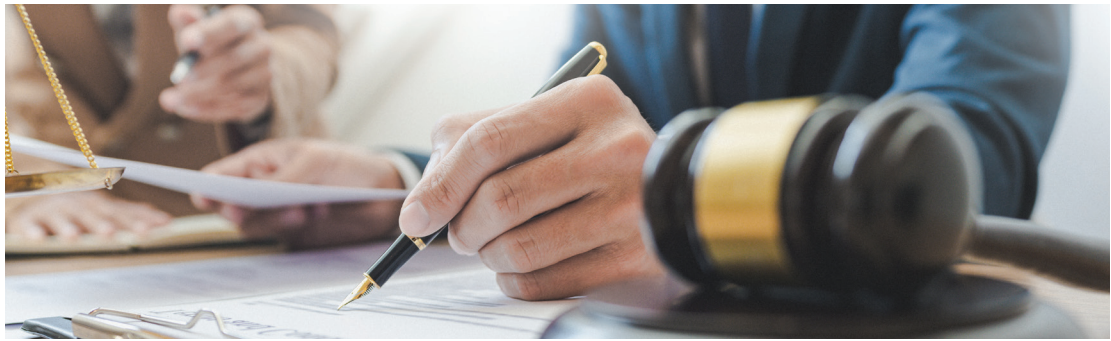
This simply can't be overstated: Cyber criminals are shifting into overdrive as a result of the COVID-19 crisis. In mid-March 2020, as the pandemic was exploding in the US, hackers exploited the Department of Health and Human Services with a breach of its systems, unleashing a disruption and disinformation campaign to undermine the U.S. response to the pandemic. This is not the first time cyber-attackers have demonstrated that they can have a devastating effect on both personal well-being and bottom lines. Here is how the market is reacting:

- Increased state privacy legislation changes are driving “regulatory requirements” with impending fines.
- Ransomware is causing a doubling of loss activity and payments.
- Tighter underwriting standards and changes in coverage and exclusions are surfacing, including “silent cyber” concerns. Unlike standalone cyber insurance, which clearly defines the parameters of cyber coverage, many traditional policies (for example, property and casualty) do not specifically refer to cyber and could potentially be assumed to pay claims for cyber losses in certain circumstances. The lack of clarity in some standard property and casualty policies can also lead to confusion or misunderstanding about coverage for cyber risks. Some companies may believe that they have adequate coverage for cyber risk when they do not. Non-affirmative language within a traditional insurance policy may be subject to differing interpretation by insurers, which could lead to legal disputes.
- Tech E&O concerns: “Social distancing” and work-from-home policies may interrupt or delay upgraded IT systems, solutions, or network security measures. This can lead to claims for failure to perform services.
- Market stability is important: “Flight to Quality”.

ALL INDUSTRIES



Source: Marsh PlaceMap

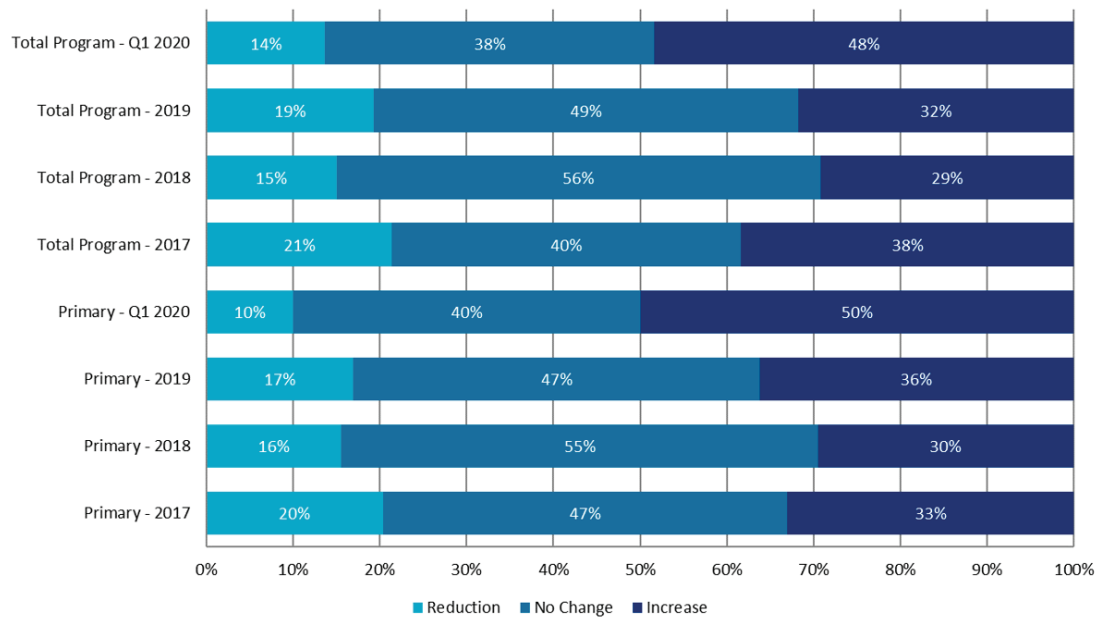


CRIME

- Limited pricing increases to date
- Social Engineering/Fraud limits are being reduced to a typical maximum of \$100,000
- Expanded litigation for Employment Practices Liability is becoming more prevalent

PERCENT OF US FIDELITY (CRIME) CLIENTS WITH AGGREGATED RATE CHANGES

Standalone Fidelity Programs Only



Note: layer structure changes are not contemplated in the price per million analyses.

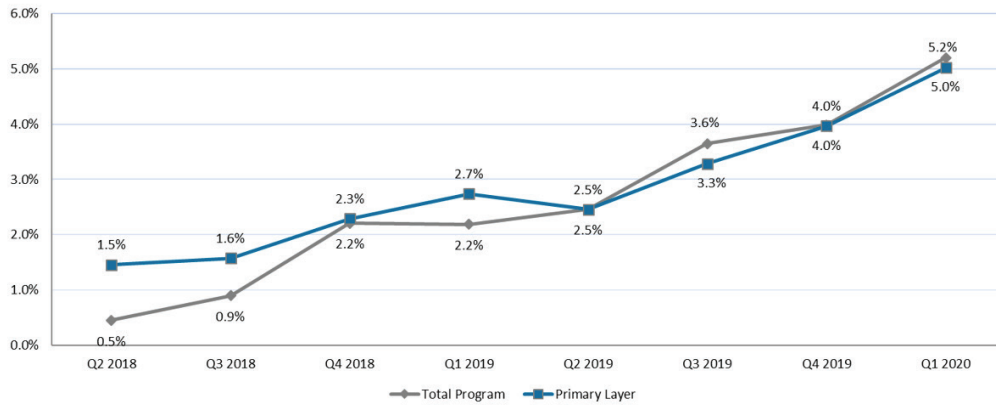
Source: Marsh PlaceMap

FIDUCIARY

Fiduciary claims may become more likely as a result of the market turbulence caused by COVID-19 if there is company stock in plans. In addition, plan eligibility issues could arise from rapidly changing work roles, and health plan coverage uncertainty may lead to allegations of poor plan design.

US FIDUCIARY CLIENTS - AVERAGE HISTORICAL RATE (PRICE PER MILLION) CHANGES

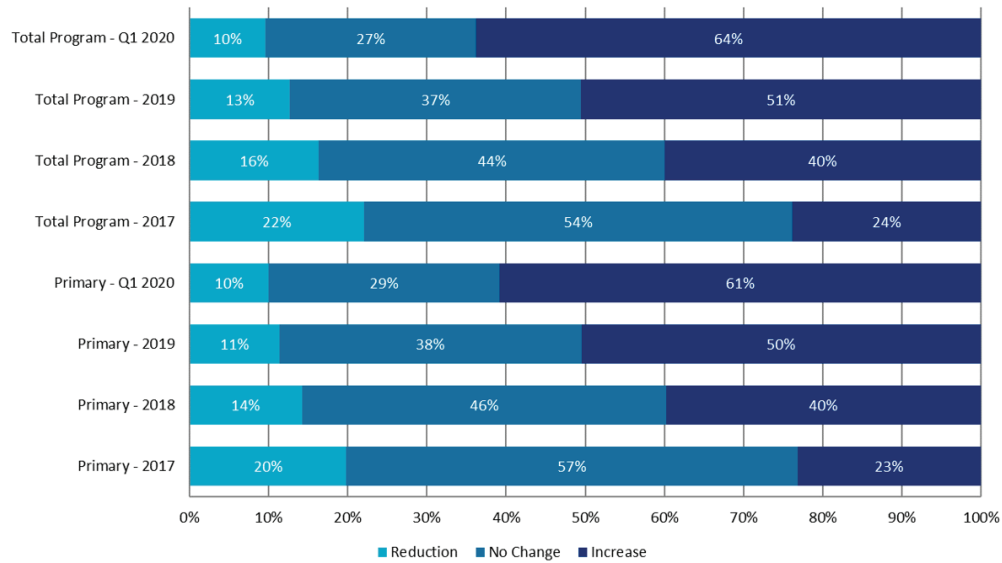
Standalone Fiduciary Programs Only



Note: layer structure changes are not contemplated in the price per million analyses.

PERCENT OF US FIDUCIARY CLIENTS WITH AGGREGATED RATE CHANGES

Standalone Fiduciary Programs Only



Note: layer structure changes are not contemplated in the price per million analyses.



INDUSTRY-SPECIFIC MARKET TRENDS



Construction – Tighter availability of public funds, limiting state and federal work. Increased pricing across all lines. Looking for broker support on emerging risks post COVID-19.



Manufacturing – International trade, trade credit risks, low demand and compromised supply chains are evident. Pricing is up for all but Workers’ Compensation, driven by high hazard product manufacturing and hard-to-place umbrella/excess needs.



Health care – Heavily impacted by COVID-19 resulting in marketplace constriction for workers’ compensation and professional liability. Rate increases for all lines of coverage.



Transportation – Continues to feel marketplace constriction, increased pricing and talent acquisition challenges regardless of industry or region.



Agribusiness – Strained by commodity pricing in some product areas while benefiting from fuel pricing. Demand will increase due to international needs. Increased compliance demands will also present challenges.



Education – Budget constraints forthcoming, with substantial change on how education is ultimately delivered to students. Property, sexual abuse, automobile and workers’ compensation pricing are on the increase.



Hospitality/Restaurants – Heavily hit by COVID-19. Market constriction across all regions and exclusionary terms coming for virus/pandemics. Pricing up for all lines of coverage.



Human Services – Taxed with expanded use while also feeling budgetary constraints due to the cancellation of charitable events. Loss of key “sexual abuse” excess coverage limits.



Real Estate/Habitational – Continued increase in habitational rates and deductibles, and stressed properties due to COVID-19 business closures.



TRENDS BY GEOGRAPHICAL REGION

East Coast - For coastal property, market constriction along with substantial rate increases will continue. Pricing by line of coverage will be at the higher end of the “average” with Automobile and Umbrella leading the increases.

Southeast - Heavily impacted by storm (wind/hail) losses over the past three years, property rate increases will be at the higher end of 15% to 30% or more. Automobile continues to see higher average premium increases and Workers’ Compensation will increase soon.

Southwest - Stressed by continued storms and property/auto losses, pricing increases will be at the very high end of “average” for all industries. Energy industry heavily impacted by lack of travel, with all industries feeling pricing increases and coverage term reductions.

West - Suffering the most from pricing increases, capacity, exclusions and terms reductions. Certain industries such as Life Science feeling the capacity crunch for D&O, property, Umbrella/excess. Pending legislation another potential insurance industry concern.

Midwest - Although affected by continued wind/hail losses, pricing models for all lines of coverage tend to be “average.” Health care, Hospitality, Restaurants, Manufacturing Real Estate and Habitational most hit by market pricing and the economy.

Industries, geography, climate/weather, statutes and legislation, legal environment, population, health and health care, international trade, and economy all differ from region-to-region leading to differing market aspects. Predictive models are struggling with effectively predicting what COVID-19 will ultimately mean for insurance costs across the globe.



HOW THE COVID-19 PANDEMIC COULD AFFECT US:

COVID-19 has and continues to have an impact on all of us. It will be years before the impact of COVID-19 will be known with a number of variable areas such as:

- **Insurance Coverage**
- **Travel**
- **Financial Losses across all lines of business**
- **Health care and telemedicine**
- **Effect on culture and values both personally and professionally**
- **Retail**
- **International trade**
- **Hospitality and restaurants**
- **Financing and credit risk**
- **Legislation and litigation**
- **Pricing and the ultimate cost of risk**

However, as businesses begin to re-open, they will require help and guidance on industry-specific “emerging risks.”

Some of these “emerging risks” impact all industries while other risks are industry specific:

- **Human Resources – talent acquisition, mentoring, training, communications and retention**
- **Understanding current and future trends through the use of data/analytics**
- **Contract changes – risk transfer of responsibilities**
- **Insurance marketplace access and status of a “competitive environment”**
- **Expanded utilization of technology – cyber/security concerns**
- **Medical costs increases within health care, workers’ compensation, auto/general liability or other**
- **Compliance and regulations**
- **Retirement plans and services**
- **Coordination of international trade and credit risk**
- **Ageing workforce – loss of experience**
- **Training in the “new normal”**



HOW TO PREPARE:

Align with your broker to develop an early strategy for your renewal and to establish expectations.

Make sure your broker:

- Proactively manages any and all open claims through closure.
- Prepare your data and analytics to present to decision makers.
- Helps to differentiate your company from other peer companies based on:
 - Talent acquisition and retention planning.
 - Safety and loss prevention processes.
 - Operational changes that betters your company.
 - Culture, values and employee morale.
 - Strategic plan to manage risk and ultimate costs of risk.
- Requests benchmarking analytics for comparison if available.
- Everything is more complicated these days, so make sure your broker is well prepared with a full team to support you.

Here is what you can do to help your broker help you:

- Avoid multiple brokers representing your business in the marketplace.
- Make sure your leadership team is fully aware of the insurance market conditions.
- Start early and communicate often through completion to avoid surprises.
- Be prepared to explain financial conditions as well as your future growth plans.
- Know your “emerging risks” and your plan to manage them with broker support and guidance.
- Decide what options and strategies to pursue in both insurance and risk management, and consider alternative funding mechanisms such as captives and higher retentions/deductibles.
- Know your “emerging risks” and your plan to manage them with broker support and guidance.

- Decide what options and strategies to pursue in both insurance and risk management, and consider alternative funding mechanisms such as captives and higher retentions/ deductibles.
- Establish virtual meetings with underwriters if at all possible, so you get to know each other.
- Consider insurers you may not have used, but be sure they can meet your needs.
- Be savvy in negotiations with underwriters and know what you are willing to give up.
- Establish payment terms that meet your cash flow needs.

Renewal Strategy

Strategies for Best Outcome

 <p>START ON TIME</p> <ul style="list-style-type: none"> • Follow renewal timeline. • Negotiate NDAs. • Maintain regular communications. 	 <p>DIFFERENTIATE</p> <ul style="list-style-type: none"> • Highlight positive underwriting. • Proactively address underwriting concerns. 	 <p>ACCESS</p> <ul style="list-style-type: none"> • Approach insurers in US, London and Bermuda. • Marsh has subsidiary operations in London and Bermuda. This allows MMA to utilize its global leverage. 	 <p>MEET</p> <ul style="list-style-type: none"> • Meeting with underwriters is essential. • Consider whether meetings are necessary in Bermuda and London.
 <p>SELECT</p> <ul style="list-style-type: none"> • It is important to complete a deep dive prior to selecting insurance carriers, including: • Underwriting experience. • Claims handling experience. • Multinational capabilities. 	 <p>EVALUATE</p> <ul style="list-style-type: none"> • Utilize Marsh analytics to design the most appropriate program to generate optimal pricing. • Evaluate Retention options. • Consider quota share. 	 <p>NEGOTIATE</p> <ul style="list-style-type: none"> • Utilize Side A DIC to help negotiate Side ABC layers. • Understand broader relationship with insurers on other lines to help with negotiations. 	 <p>LEVERAGE</p> <ul style="list-style-type: none"> • Utilize Marsh's leverage in the global D&O insurance marketplace: • \$2.6B Annual US FINPRO Premium. • \$6B FINPRO Premium. • Geographically diversified portfolio of clients going public, spanning many industry sectors.

It is critical for all businesses to have direction on what their emerging risks are and will be as you progress through the next 6, 12, and 24+ months together.

LIGHT AT THE END OF THE TUNNEL

Marsh & McLennan Agency will continue to work with you to try to bring a measure of predictability to your business, your employees and you. As we look beyond the current medical and economic challenges, we hope to see:

- The pent up demand is finally breaking so economics can improve.
- The Pandemic Risk Insurance Program efforts providing the much needed federal backstop to soften concerns of future pandemic risks.
- M&A opportunities.
- Success Stories despite COVID-19 obstacles – every crisis creates opportunity and some companies are prospering.
- Technology, which is now a priority for most operations, begins resulting in forced innovation and risk mitigation.
- Reimagined and diversified supply chain solutions.
- The possibility that we may look back on this crisis and discover it was a turning point in improving societal and planetary health.

WHAT TO EXPECT FROM MARSH & MCLENNAN AGENCY (MMA)

MMA will work with you to create an aligned strategic plan that is supported by industry expertise, data, required services and practiced risk management techniques to help your business navigate what is an extremely tough insurance market.

Rate comparison charts courtesy of our partners at The Council of Insurance Agents and Brokers.

It's our business
to be there for you in the

MOMENTS THAT MATTER.

WE'RE HERE FOR YOU



BUSINESS INSURANCE

EMPLOYEE HEALTH & BENEFITS

PRIVATE CLIENT SERVICES

RETIREMENT SERVICES

SURETY

EXECUTIVE BENEFITS

RISK MANAGEMENT

CYBER LIABILITY

EXECUTIVE LIABILITY

TECHNOLOGY TOOLS

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Coversheet

Resolution to Receive Donated Property

Section: V. Facilities
Item: A. Resolution to Receive Donated Property
Purpose: Vote
Submitted by:
Related Material: Meeting - Board Resolution Authorizing Acceptance of Donation.pdf

**RESOLUTION OF THE BOARD OF DIRECTORS OF
CROSSROADS CHARTER SCHOOLS
ADOPTED AT A MEETING THE BOARD OF DIRECTORS**

The Board of Directors of Crossroads Charter Schools, a Missouri non-profit corporation (the “Corporation”) hereby considers the following resolution at a meeting of the Board of Directors of the Corporation on June 22, 2020 duly called, noticed and held.

Whereas, the Corporation entered into that certain Purchase Option Agreement (“Option Agreement”) with Broadway Square Partners, LLC, a Missouri limited liability partnership (“Seller”) dated February 25, 2019 wherein Seller granted the Corporation an option to purchase certain unimproved real property commonly known as 900 Washington Street, Kansas City, Jackson County, Missouri (the “Property”); and

Whereas, following the execution and delivery of third amendment to the Option Agreement extending the term upon which the Corporation could exercise the option to purchase the Property granted therein, the Corporation requested the Seller donate the Property in lieu of selling it to the Corporation; and

Whereas, upon consideration of the Corporation’s request to donate the Property, the Seller determined that it would donate the Property to the Corporation as a charitable donation; and

Whereas, the Corporation now seeks the authority to accept the Property as a gift along with the cost, expense and liability associated with owning the Property.

BE IT THEREFORE RESOLVED that the Corporation accept the gift of the Property from the Seller and keep and maintain the Property for the furtherance of its mission and purpose, and the Executive Director of the Corporation shall be and is authorized and directed to execute and deliver, for and on behalf of the Corporation, any and all contracts, agreements, instruments, and documents, as such Executive Director may deem to be necessary or appropriate to carry out the intent and purpose of this resolution.

Coversheet

Interim Executive Director

Section: VI. Operations
Item: A. Interim Executive Director
Purpose: Vote
Submitted by:
Related Material:
Meeting - Board Resolution Authorizing Interim Executive Director - 2020.pdf

**RESOLUTION OF THE BOARD OF DIRECTORS OF
CROSSROADS CHARTER SCHOOLS
ADOPTED AT A MEETING THE BOARD OF DIRECTORS**

The Board of Directors of Crossroads Charter Schools, a Missouri non-profit corporation (the “Corporation”) hereby considers the following resolution at a meeting of the Board of Directors of the Corporation on June 22, 2020 duly called, noticed and held.

Whereas, Dean Johnson, the Executive Director of the Corporation, is scheduled to take a vacation between the dates of June 22, 2020 to July 5, 2019 (“Authorized Leave”); and

Whereas, Tysie McDowell is the Chief Academic Officer of the Corporation and familiar with the objectives, goals and operations of the Corporation; and

Whereas, the Board seeks to appoint Tysie McDowell as the interim Executive Director of the Corporation during Dean Johnson’s Authorized Leave for purposes of managing the day-to-day operations of the Corporation and to execute and deliver any and all documents, contracts or instruments necessary and appropriate to carry out the objectives and goals of the Corporation.

BE IT THEREFORE RESOLVED that Tysie McDowell is hereby appointed to the position of interim Executive Director of the Corporation during the Authorized Leave and duly authorized to carry out the duties and obligations of the position of Executive Director of the Corporation as prescribed by the Board Policies of the Corporation, including, but not limited to the authority to manage the day-to-day operations of the Corporation and to execute and deliver, for and on behalf of the Corporation, all contracts, agreements, instruments, and documents as such interim Executive Director may deem to be necessary or appropriate to carry out the goals and objectives of the Corporation.