



Crossroads Charter Schools

Crossroads Monthly Board Meeting

Date and Time

Monday September 23, 2024 at 5:00 PM CDT

Location

Crossroads Academy-Central Street
1011 Central, KCMO 64105

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:00 PM
A. Call the Meeting to Order			
B. Record Attendance			1 m
C. Approve Meeting Agenda			
D. Approve August Minutes	Approve Minutes		1 m
II. Public Forum			5:02 PM
A. Public Comment			
Up to three guests who have signed up by 5pm the previous Friday will have the opportunity to provide public comment for up to three minutes each.			

	Purpose	Presenter	Time
III. Governance			5:02 PM
A. Board Member Resignation	FYI	Greg Valdovino	2 m
B. New Board Members	Vote	Greg Valdovino	3 m
C. Bond Update	Discuss	Donald Maxwell	15 m
D. Governance Committee Report	Discuss	Jacob Schwartz	15 m
Background and Understanding Paper and Governance Committee Workplan			
IV. Finance			5:37 PM
A. August Check Register	Vote	Jillian Linn	3 m
B. Finance Committee Report	Discuss	Latresse Yarbough	10 m
Monthly Budget Update			
V. Development			5:50 PM
A. Development Committee Report	Discuss	Lea Petrie	15 m
Annual Development Plan			
VI. Educational Excellence			6:05 PM
A. School Safety Update	FYI	Tysie McDowell	5 m
VII. Closing Items			6:10 PM
A. Adjourn Meeting	Vote		

Coversheet

Approve August Minutes

Section: I. Opening Items
Item: D. Approve August Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Crossroads Monthly Board Meeting on August 26, 2024

APPROVED



Crossroads Charter Schools

Minutes

Crossroads Monthly Board Meeting

Date and Time

Monday August 26, 2024 at 5:00 PM

Location

Virtual Meeting

This Agenda has been posted on Friday, August 23, 2024

Virtual Meeting

<https://us06web.zoom.us/j/85765954867>

Trustees Present

D. Charity (remote), G. Valdovino (remote), J. Linn (remote), J. Schwartz (remote), J. Williams (remote), L. Weekly (remote), S. Bookhart (remote)

Trustees Absent

B. Riley, C. Mitchell, P. Hardwick

Guests Present

Carly Mitchell (remote), L. Yarbough (remote), T. McDowell (remote), Waymond King (remote)

I. Opening Items

A. Call the Meeting to Order

G. Valdovino called a meeting of the board of trustees of Crossroads Charter Schools to order on Monday Aug 26, 2024 at 5:04 PM.

B. Record Attendance

C. Approve Meeting Agenda

L. Weekly made a motion to approve agenda.

J. Schwartz seconded the motion.

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

D. Approve July Board Meeting Minutes

S. Bookhart made a motion to approve the minutes from Crossroads Charter Schools Board Meeting on 07-22-24.

J. Schwartz seconded the motion.

Voted to approve minutes with amendment of Carly being absent as she was not a voting board member

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

II. Finance

A. June and July Check Register

S. Bookhart made a motion to Approve June and July check registers.

L. Weekly seconded the motion.

Jillian reviewed June and July check registers and found no errors or concerns

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

B. Monthly Budget Update

Latresse Yarbough presented July financials.

C. Bond Update

Attorney Donald Maxwell share an updated on the KCPS Bond.

III. Educational Excellence

A. Parent Power Lab

J. Schwartz made a motion to Approve the Parent Power Lab MOU.

J. Williams seconded the motion.

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

IV. Operations

A. Transportation Update

Mike Strohschein gave a transportation update.

V. Board Governance

A. New Board Members

Carly Mitchell and Waymond King were introduced as prospective board members.

B. Board Committees

Discussed board committees meeting each month and reporting out during each board meeting.

C. Board Term Limits

Greg Valdovino shared that he will follow up with board members interested in serving another term or holding an office position on the board.

VI. Closing Items

A. Adjourn Meeting

L. Weekly made a motion to Adjourn the meeting.

J. Williams seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:16 PM.

Respectfully Submitted,

T. McDowell

Coversheet

Bond Update

Section: III. Governance
Item: C. Bond Update
Purpose: Discuss
Submitted by:
Related Material: draft ballot language.pdf
issuance and admin fees 9.11.24.pdf
KC Bond FAQ - FINAL Sept 9 2024.pdf
Charter Allocation- FINAL.pdf
Charter Talking Points- NCW.pdf
bond project guidelines updated 9.16.24.pdf
MOU with charter exhibits.pdf

General Obligation Bond

Draft Ballot Language

Shall The School District of Kansas City 33 (d/b/a Kansas City Public Schools) issue its general obligation bonds in the amount of \$474,000,000 of which (1) approximately \$424,000,000 of said general obligation bonds will be used by the District for the purpose of constructing, repairing, improving, extending, remodeling, renovating, furnishing and equipping new and existing school facilities of the District, including constructing a new King Elementary School campus and Woodland Elementary School campus; renovating existing middle schools [and constructing a new middle school] to accommodate 6th through 8th grade students; expanding and renovating Central High School to support modern career technical education programs; and installing new HVAC systems, replacing roofs, improving plumbing infrastructure, and addressing other deferred maintenance at various District facilities and (2) up to \$50,000,000 will allocated by the District to certain charter schools within the boundaries of the District for the purpose of providing those charter schools with funds to be used for [*capital improvements and equipment at*]/[**repairing, improving, extending, remodeling, renovating, furnishing and equipping**] existing charter school facilities?

If this question is approved, the District will levy a debt service property tax in the estimated amount of \$0.6100 per one hundred dollars of assessed valuation of real and personal property.



September 11, 2024

To: Charter Leaders and Board Members

Re: Bond Issuance and Administrative Fees

Participating charter schools will receive a portion of the bond proceeds, less additional fees which include the bond issuance fee (which includes bond counsel) at 1.5% and administrative costs at 1.5%. The fees cover the following;

- Bond Issuance Fees (1.5%) of each Charter's portion of bond proceeds to pay the mandatory fees for the issuance of the bond
- Administrative Fees (1.5%) of each Charter's portion of bonds to cover administrative costs, including but not limited to
 - Audits
 - Invoice and other documentation review, approval and retention
 - Banking fees for third-party trustee bank who will hold Charter bond proceeds
 - Other staff costs associated with recordkeeping

Please note the all the documentation for the Bond must be retained by KCPS throughout the life of the Bond (approximately 20 years) and audits can occur throughout this period.



Working Document as of September 9, 2024

What is a General Obligation Bond?

A general obligation bond (“GO Bond”) is a type of bond that allows state and local governments, including school districts, to raise money for projects that may not directly generate a revenue stream. GO Bonds are not backed by a revenue producing project or asset. Rather, GO Bonds are backed by the “full faith and credit” of the issuer. This means that GO Bonds are backed by the issuer’s ability to tax, and to raise taxes, if necessary, in order to pay bondholders. For school districts, this usually means the ability to increase property taxes.

What are the requirements for approving a GO Bond?

The voters located within the government’s geographic boundaries (in this case within Kansas City Public School boundaries) will be asked whether they would like to approve the bond during a regularly scheduled election.

Kansas City Public Schools (“KCPS”) has publicly stated that it intends to place a question on the April 2025 municipal election ballot asking voters to approve a GO Bond for the school district. A GO Bond may only be approved by a super-majority of qualified voters, voting at the election, voting “yes.” At the April 2025 municipal election, 4/7ths of the voters voting would have to vote “yes” to approve the GO Bond for KCPS.

Will the approval of a GO Bond for Kansas City Public Schools impact property taxes?

Yes. All residents within the KCPS boundary lines will see an increase in property taxes because those taxes are required to pay off the bond. The Missouri Constitution requires that, before incurring any debt, a school district must “provide for the collection of an annual tax on all taxable tangible property therein sufficient to pay the interest and principal of the indebtedness[.]”¹

What is the timeline for the GO Bond?

KCPS has stated the plan is for the GO bond to be on the April 2025 ballot. To be on the ballot, bond language must be finalized by the end of January and submitted to the KC Election Board (KCEB). Ultimately, this means, which has been shared publicly, KCPS is seeking for the KCPS local district board to approve the bond “package” at their November 2024 board meeting.

¹ Mo. Const. art. VI § 26(f).



Working Document as of September 9, 2024

Can charter schools issue bonds?

No. Charter schools are not authorized to issue bonds. Charter schools, however, may be invited to participate in a bond issued by a school district. Those bonds may be used for “physical facilities and other capital items for charter schools[.]”²

Will Kansas City charter schools participate in KCPS’s bond?

Kansas City charter schools are dedicated to making sure that students have the best education and school facility possible, which also means making sure they are utilizing every dollar well. At this time, each Kansas City charter school is evaluating the terms offered by KCPS. There are 8 schools that are still considering participating in the bond at this time. Negotiations regarding the amount of bond proceeds dedicated to charter schools as well as the terms of a contract between KCPS and charter schools are ongoing.

Has KCPS announced a proposed amount of funds to be dedicated to charter schools?

Yes. KCPS has announced that it will offer up to \$50 million (minus 3% in fees (e.g., \$1.5M), inclusive of 1.5% administrative fees) to charter schools in Kansas City depending on the number of charter schools that participate in the bond. KCPS has also announced that it intends to ask voters to approve a bond in a total amount of \$474 million, with at least \$424 million going towards KCPS projects.

I read that charter schools have \$168 million in facility needs. What is that about?

On August 1, 2024, the Missouri Charter Public School Association (“MCPSA”), on behalf of Kansas City charter schools and serving in a liaison capacity with KCPS, submitted draft facility assessments to KCPS to preliminarily document facility needs for interested charter schools. Included in this submission were assessments from 8 charter schools, across 13 physical buildings, which documented \$168 million in facility needs (an average need of almost \$13 million per building). In total, there are 20 charter schools in Kansas City but some charter schools, at various points in the discussions around the bond, elected to not participate or not to submit information at this time.

Why are only 8 charter schools considering participating in the GO Bond?

There are several reasons for this among the non-participating charter schools. These include but are not limited to:

² § 160.415.12, RSMo.



Working Document as of September 9, 2024

- a) Some charter schools deemed that their facility was in good condition presently so the school's time was best spent supporting the school, the instructional environment, and meeting family and student needs.
- b) Some charter LEAs opted to exit the bond process in the spring or early summer because the terms or requirements to participate were not acceptable. Of note, as many as 14 of the 20 charter LEAs were closely considering the general obligation up through late spring and early summer, 2024.

How does the amount of bond proceeds offered to charter schools compare to charter school enrollment?

Kansas City charter schools serve 13,339 public school students in grades pre-Kindergarten through Grade 12. There are 14,779 PK-12 students served by Kansas City Public Schools. This means charter school students are 47% of the total enrollment and KCPS students are 53%. At a share of \$50 million, this means charter school students would receive 11% of bond proceeds and KCPS students would receive 89%.

There are 4,980 PK-12 students in the 8 total charter schools still considering the GO bond. At a maximum amount of \$50 million, that is \$10,040 per student at a charter school, compared to \$28,689 per student at a KCPS school.

What's next?

Kansas City charter schools will continue to advocate for the best academic, financial, facility, and school for their students. As to the next steps on the bond, KCPS will need to finalize language which will appear on the April 2025 election ballot, including the total amount of funds for the bond. Once that language is finalized, this FAQ will be updated.



September 17, 2024

To: KCPES Charter Leaders and Board Members

Re: Charter Bond Allocation

In KCPS's 10-Year Capital Funding Plan, the district has identified over \$1.25 billion in school facility needs, but only \$680 million in projected funding sources over the next 10 years (including the April 2025 General Obligation (GO) Bond). Due to this significant shortfall, KCPS will receive the majority of the April 2025 GO Bond funds based on its extraordinary level of need. The Superintendent and School Board have a fiduciary responsibility to ensure fiscal responsibility and develop a sustainable, long-term strategy to address the district's substantial facility needs.

Guided by polling results and the level of need, KCPS is planning for a \$474 million bond vote, with up to \$50 million allocated to participating charter schools. This would cover only about 30% of KCPS's total needs. Allocating more bond funds to local charter schools would hinder KCPS's ability to comprehensively address its critical needs. In October 2023, charters were asked to provide information on their facility needs to help define the overall system requirements and costs. After the October meeting with charter leaders, KCPS began identifying its own needs, assuming charters were doing the same.

By April 2024, it became clear this was not the case, so KCPS extended deadlines to allow charters additional time to complete facilities assessments. However, KCPS still needed to move forward with its bond planning to obtain board approval. Without full information on charter school needs and knowing polling indicated little support for a bond over \$500 million, KCPS determined the charter share to be up to \$50 million.

KCPS will use its portion of the bond not only to improve teaching and learning spaces but also to reduce the number of seats in the system, achieving approximately \$300 million in savings by decommissioning older buildings. The facility needs submitted by participating charters in August 2024 totaled approximately \$168 million. The current bond allocation for participating charters—up to \$50 million—covers about 30% of their needs, similar to KCPS's allocation of \$424 million, which covers 30% of its own needs.

KCPS hopes that a successful 2025 GO bond vote will lead to future no-tax-increase bonds, providing additional funding for system-wide needs.

Since KCPS is responsible for the long-term maintenance, reporting, and payout of the bonds over the next 20 years, the district will also face public scrutiny on the success of the bond-funded projects. The proposed allocation ensures KCPS can maintain accountability and transparency while making the necessary improvements to its facilities.



KCPS FAQ that staff use for presentations:

“While KCPS has been working to develop a 10-Year Capital Funding Plan, including recommendations for GO Bond projects, KCPS has also invited KC charter schools to participate in April 2025 GO Bond. Under Missouri statute, school districts may use bond proceeds for the benefit of charter schools provided that the capital improvements comply with federal tax law rules related to the use of tax-exempt bonds and the school district/charter school(s) enter into a contract regarding the terms of use. KCPS and local charter schools are currently in exploratory discussions regarding their interest in participating and eligibility to receive funds. Eight charter schools have expressed interest in participating in the April 2025 GO Bond and have identified more than \$168 million in facility needs. The charters are now working to prioritize their facility needs to be included in the GO Bond package (up to \$50 million). KCPS and interested charter schools are working to finalize Memoranda of Understanding (MOUs) in October.”

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Kansas City Public Schools

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Communications Request Form: [Communication Form](#)



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September 11, 2024

Re: GO Bond project guidelines

Greetings KCPES Charter Leaders,

The following are guidelines outlining GO bond projects that KCPS will consider:

- Must be for a “capital project”, which is generally a large-scale projects or equipment purchase on the higher end of expenditures, such as higher cost building maintenance and renovations and large purchases of furniture and equipment
- Buildings must be owned by Charter School or Charter School’s 501(c)(3)
- Buildings for which bond funds are used must be used for school purposes throughout life of the bonds and cannot be leased or sold for non-school uses until the bonds are repaid
- Capital equipment purchases must not be affixed to an ineligible building (to become a “fixture”) but can be used in an eligible or ineligible building
- Capital equipment must stay with the Charter School and be used for school purposes throughout the useful life of the equipment
 - Allowable capital equipment expenses include textbooks, furniture, desktops, monitors, science lab equipment, etc.
 - Any kind of software licensing **would not qualify** as the licenses are not owned upon purchase
- KCPS is not considering the use of April 2025 bond funds for the following:
 - Any expansion of seats beyond the LEA's current capacity (i.e., purchase land or buildings or renovate buildings not currently used as a charter school)
 - Expansion does not pertain to the 20 year life of the bond. The 20 years pertains to the payback of the total debt. The building must be used for school purposes until the bond is paid back. The funds must used within 3 years of issuing the bond
 - Land acquisition
 - For demolition

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- The total costs of all charter school projects must be no more than the Charter school proceeds share, up to \$50 million depending on the final total bond amount and the number of charters participating (less the administrative and bond issuance fees)

For specific questions regarding expansion of seats, please contact Allyson Hile at ahile@kcpublicschools.org.



FUNDING AGREEMENT

THIS FUNDING AGREEMENT dated as of [_____, 20__] (the “**Agreement**”), is made between the Kansas City Public Schools, a seven-director school district and political subdivision organized and existing under the laws of the State of Missouri, whose main office address is 2901 Troost Avenue, Kansas City, Missouri 64109 (“**KCPS**”) and _____ (the “**Charter School**”), a Missouri non-profit corporation incorporated pursuant to Chapter 355 RSMo, whose administrative offices are located at _____.

RECITALS

WHEREAS, on April 8, 2025 (the “**2025 Election**”), KCPS expects to call an election asking voters of KCPS to approve a general obligation bond question authorizing KCPS to issue general obligation bonds in the anticipated principal amount of \$[_____] (the “**Bonds**”) to fund certain facility and other capital improvements for KCPS and expects to include language in said general obligation bond question that will permit KCPS to set aside up to \$_____ of the total \$[_____] anticipated principal amount of said Bonds, less fees incurred by KCPS for costs of issuing the Bonds and a separate 1.5% Administration Fee to be retained by KCPS, to also fund certain facility and other capital improvements for certain charter schools located within KCPS (the “**Charter School Portion**”) as permitted by 160.415.12 RSMo, which provides in part: “A school district may incur bonded indebtedness or take other measures to provide for physical facilities and other capital items for charter schools that it sponsors or contracts with;” and

WHEREAS, in anticipation of the voter approval of said Bonds at the 2025 Election and the subsequent sale and issuance of said Bonds by KCPS after the 2025 Election, which will be authorized by, and at the sole discretion of, the Board of Directors of KCPS, the Charter School has submitted a facility plan to KCPS requesting \$_____ from proceeds of the Charter School Portion of the Bonds to be used by the Charter School for purposes set forth in Exhibit A; and

WHEREAS, in the event there is voter approval of said Bonds at the 2025 Election and the subsequent sale and issuance of said Bonds by KCPS after the 2025 Election, KCPS has approved anticipated Bond proceeds to be allocated to the Charter School in the maximum amount of \$_____ (less an allocable portion of the fees incurred by KCPS for costs of issuing the Bonds and the 1.5% Administration Fee to be retained by KCPS) from proceeds of the Charter School Portion of the Bonds which must be used for the purposes delineated in Exhibit A; and

WHEREAS, KCPS and the Charter School desire to enter into this Agreement to set forth certain terms and conditions under which KCPS expects to disburse to the Charter School said maximum amount of \$_____ (less an allocable portion of the

fees incurred by KCPS for costs of issuing the Bonds and the 1.5% Administration Fee to be retained by KCPS) from proceeds of the Charter School Portion of the Bonds, subject to voter approval of the Bonds at the 2025 Election, the subsequent sale and issuance of said Bonds by KCPS and certain other conditions set forth in this Agreement;

NOW THEREFORE, in consideration of the foregoing, the Charter School and KCPS hereby agree as follows:

Article I – Funding/Charter School Representations and Warranties

1. KCPS shall make available to Charter School funding in the maximum amount of \$ _____ (less an allocable portion of the costs of issuing the Bonds incurred by KCPS and the 1.5% Administration Fee to be retained by KCPS) from proceeds of the Charter School Portion of the Bonds, which shall be disbursed in accordance with the provisions of this Agreement.
2. Charter School shall use the funds solely for the purposes delineated in Exhibit A (the “**Approved Purposes**” or the “**Project**”).
3. Charter School represents and warrants:
 - It has the legal authority to enter into and execute this Agreement.
 - This Agreement is a legal, valid and binding obligation of the Charter School, enforceable against Charter School in accordance with its terms.
 - It will comply with all the terms, conditions, covenants, requirements and warranties contained in this Agreement.
 - It has made no material false statement or misstatement of fact in connection with Exhibit A and/or all of the information it has submitted or will submit to KCPS related to the funding or the disbursement.
 - It is not in material violation of any provisions of its Charter or the laws of the State of Missouri and there are no actions, suits or proceedings pending, or to its knowledge threatened, before any judicial body or governmental authority which would impair its ability to enter into this Agreement or to perform any of the acts required of it under this Agreement.
 - Neither the execution of this Agreement nor compliance with any of the terms, conditions, requirements or provisions contained herein is prevented by or is a breach of any agreement or document to which it is now a party or by which it is bound.
 - It will use the funding solely to pay for or reimburse itself for expenditures it makes for the purposes in Exhibit A. All purchases will be conducted in a manner that provides full and open competition consistent with state and

federal law, and in compliance with §177.086 RSMo., §§290.210-290.340 RSMo., §292.675 RSMo., and §285.530 RSMo.

- Any funds needed to complete or finish the Project over and above the funding provided by KCPS will be supplied by Charter School.

Article II – Disbursements

1. The proceeds of the Charter School Portion of the Bonds that will be used to pay for costs of Charter School's Project will be held by a third-party trustee bank in a segregated account. KCPS will direct the third-party trustee bank to disburse proceeds of the Charter School Portion of the Bonds to Charter School to pay costs of said Project upon receipt by KCPS of a disbursement request signed by an authorized representative of Charter School (the "**Disbursement Request**"), which Disbursement Request will contain the statements, representations and certifications set forth in the form of Disbursement Request attached hereto as **Exhibit B, and the following documentation:**
 - a. Explanation of competitive bid process;
 - b. Bid tabulation sheet;
 - c. Contract;
 - d. Board approval of project;
 - e. Purchase order; and
 - f. Invoice.
2. Within forty-five (45) days after receiving a Disbursement of proceeds pursuant to a Disbursement Request, Charter School will submit proof of payment of the Invoice submitted with the Disbursement Request.
3. Notwithstanding that this Agreement will be executed prior to the date of voter approval and the date the Bonds are issued by KCPS, the obligation of KCPS to disburse any funding to Charter School under this Agreement is expressly conditioned on the satisfaction of all of the following:
 - Voter approval authorizing KCPS to issue the Bonds in the principal amount of \$_____ at the 2025 Election.
 - KCPS has received net proceeds from the sale of the Bonds sufficient to make disbursements under this Agreement.
 - There is no Default or Event of Default by Charter School as further described in this Agreement.

- Satisfaction of all terms and conditions for disbursements as set forth herein.

Article III – Use of Funds

1. Charter School shall use disbursements only to pay or reimburse itself for costs of the Project as set forth in, and in compliance with, its Disbursement Requests.
2. If the full funding amount of \$_____ from the proceeds of the Charter School Portion of the Bonds is not required to pay costs of the Project that were incurred by Charter School on or before the Project Completion Deadline, KCPS will retain the excess and may apply such amounts to any purposes consistent with the use of Bond proceeds as authorized by voters at the 2025 Election.

Article IV – Preservation of Tax-Exempt Status

1. Charter School acknowledges that funding it receives from KCPS under this Agreement will be from the proceeds of the Charter School Portion of the Bonds, and the interest on said Bonds is to be excluded from gross income for federal income tax purposes. For purposes of this **Article IV**, the following definitions will apply:

“**Bond Counsel**” means Gilmore & Bell, P.C., Kansas City, Missouri, as bond counsel to KCPS with respect to the Bonds.

“**Code**” means the Internal Revenue Code of 1986, as amended.

“**Financed Property**” means any (a) building, facility or real property located at Charter School’s campus the renovation, repair, equipping or improvement of which is being financed by Charter School with proceeds of the Charter School Portion of the Bonds as part of the Project or (b) any equipment or personal property to be acquired and installed by Charter School and located at Charter School’s campus that is being financed by Charter School with proceeds of the Charter School Portion of the Bonds as part of the Project.

“**Financed Property Agreement**” means a legal agreement between the Charter School and a Non-Qualified User where the Non-Qualified User provides services involving all or a portion of any function of the Financed Property, such as a contract to manage the entire Financed Property or a portion of the Financed Property. However, a contract for services that are solely incidental to the primary governmental function of the Financed Property (for example, contracts for janitorial, office equipment repair, billing or similar services) is not a Financed Property Agreement.

“**Non-Qualified Use**” generally means any use of the Financed Property in a trade or business carried on by any Non-Qualified User that is different in form or

substance to the use made of the Financed Property by any other member of the general public. Generally, ownership, a lease, or any other use that grants a Non-Qualified User a special legal right or entitlement with respect to the Financed Property, will constitute use under IRS Regulations § 1.141-3.

“Non-Qualified User” means any person or entity other than a Qualified User.

“Qualified User” means a Tax-Exempt Organization, a City, a State, territory, possession of the United States, the District of Columbia, or any political subdivision thereof, or any instrumentality of such entity, but does not include the United States or any agency or instrumentality of the United States.

“Tax-Exempt Organization” means a nonprofit organization, organized under the laws of the United States of America or any state, that is described in Code § 501(c)(3) and is exempt from federal income taxes under Code § 501(a).

2. In order to maintain the tax-exempt status of the interest on the Bonds, the Charter School agrees:
 - It will, upon written request from KCPS, provide all information required to satisfy IRS requirements.
 - It will, upon written request from KCPS, take such actions and furnish such documents as KCPS reasonably deems necessary to ensure that the interest to be paid on the Bonds is exempt from federal income taxation.
 - As long as the Charter School Portion of the Bonds remains outstanding and unpaid, Charter School (a) will own all of the Financed Property, (b) will not transfer all or any portion of its ownership interest in the Financed Property, (c) will not lease all or any portion of the Financed Property to a Non-Qualified User, and (d) will not otherwise permit any of the Financed Property to be used in any Non-Qualified Use without first notifying KCPS in writing and obtaining advice of Bond Counsel.
 - As long as the Charter School Portion of the Bonds are outstanding and unpaid, the Charter School will not enter into any Financed Property Agreement with respect to the Financed Property without first notifying KCPS in writing and obtaining advice of Bond Counsel.
 - Charter School will only submit Disbursement Requests for the Project and all Financed Property will be located exclusively on Charter School’s campus.
 - It will not otherwise use any of the funding or take or permit to or cause to be taken any action that would adversely affect the exemption from federal income taxation of the interest on the Bonds.

- Prior to the issuance of the Charter School Portion of the Bonds by KCPS, the Charter School will enter into a separate Certificate and Agreement Relating to Bond Financed Property to be provided by Bond Counsel, that will set forth certain requirements related to the Charter School's use of the Charter School property financed with proceeds of the Bonds that must be satisfied in order to maintain the tax-exempt status of the interest on the Bonds.

Article V – Record Keeping and Reporting Requirements

1. Charter School shall maintain accurate books and records for the use of the funding and maintain them according to generally accepted accounting principles.
2. Charter School shall permit KCPS and any party designated by KCPS, including but not limited to Bond Counsel, to inspect and make copies of any accounts, books and records relating to the Projects in Exhibit A, including without limitation, Charter School's financial records regarding receipts, disbursements, contracts and any other related matters. KCPS or Bond Counsel shall not be entitled to inspect or copy any student records. Charter School shall supply any reports and information related to the funding as KCPS or its Bond Counsel may reasonably require. KCPS or Bond Counsel must provide at least 10 days written notice to Charter School with specific document requests prior to inspecting and copying records.
3. Charter School shall retain all books, documents, papers and records related to this Agreement until the date that is 3 years following the later of the final maturity of the Bonds (which is expected to be 20 years from the date of issuance of the Bonds) or earlier retirement of all Bonds or such longer period as may be required by other provisions of this Agreement or applicable law.

Article VI – Events of Default

1. Any of the following constitutes an "Event of Default" by Charter School:
 - Any material false or misleading representation made by or on behalf of Charter School, in this Agreement or in any document required to be provided by Charter School to KCPS by this Agreement.
 - Charter School fails to perform any obligation required under this Agreement, and that failure continues for 45 calendar days after written notice specifying such failure is given by KCPS if KCPS determines Charter School is not diligently pursuing corrective action.
 - Charter School closes for any reason within 3 years following the receipt of any bond proceeds.

2. Any of the following constitutes an “Event of Default” by KCPS:
 - Any material false or misleading representation made by or on behalf of KCPS in this Agreement or in any document required to be provided by KCPS to Charter School by this Agreement.
 - KCPS fails to perform any obligation required under this Agreement, and that failure continues for 45 calendar days after written notice specifying such failure is given by Charter School if Charter School determines KCPS is not diligently pursuing corrective action.

Article VII – Remedies for Default

1. Upon any Event of Default by Charter School, KCPS may pursue any or all remedies in this Agreement, and any other remedies available at law or in equity. Remedies may include, but are not limited to:
 - Terminating KCPS’s commitment and obligation to make any further disbursements under this Agreement.
 - Terminating this Agreement.
 - While any of the funding remains undisbursed, withholding amounts otherwise due to Charter School.
 - Requiring repayment of the funding disbursed to Charter School and KCPS’s costs of exercising its remedies under this Agreement, including reasonable attorney’s fees and costs.
 - No remedy available to KCPS is intended to be exclusive, and no delay or omission to exercise any right or remedy will be construed as a waiver of such right or remedy.
2. Upon any Event of Default by KCPS, Charter School may pursue any or all remedies in this Agreement, and any other remedies available at law or in equity. Remedies may include, but are not limited to:
 - Terminating KCPS’s commitment and obligation to make any further disbursements under this Agreement.
 - Terminating this Agreement.
 - Requiring repayment of Charter School’s costs of exercising its remedies under this Agreement, including reasonable attorney’s fees and costs.
 - No remedy available to Charter School is intended to be exclusive, and no delay or omission to exercise any right or remedy will be construed as a waiver of such right or remedy.

Article VII – General Terms and Conditions

1. **Relationship of the Parties.** The parties agree the terms of this Agreement do not constitute formation of a partnership, joint venture or other relationship and no form of agency exists between the parties.
2. **No Third Party Beneficiaries.** Nothing in this Agreement, express or implied, shall confer upon any other person or entity any right, benefit or remedy of any nature by reason of this Agreement.
3. **Successors and Assigns.** This Agreement will be binding upon and inure to the benefit of KCPS, Charter School and their respective successors and permitted assigns. Charter School may not assign or transfer any of its rights or obligations or any interest in this Agreement without prior written consent of KCPS and confirmation from Bond Counsel that such assignment or transfer does not impact the tax-exempt status of the Bonds or exceed the authority of KCPS to share Bond Proceeds as defined in §160.415.12.
4. **Disclaimer of Warranties.** KCPS makes no warranty or representation, either express or implied, as to the value, design, condition, or fitness for a particular purpose or fitness for any use of Charter School's Project.
5. **Limitation of Liability.** In no event is KCPS or its employees or agents liable or responsible for any direct, indirect, incidental, special, consequential or punitive damages in connection with or arising out of performance of and/or the existence, furnishing, functioning or use of the Project as set forth in Exhibit A.
6. **Indemnification.** To the fullest extent allowed by law, Charter School agrees to indemnify and hold harmless KCPS, its officers, agents and employees from and against all claims or losses, including reasonable attorneys' fees, arising out of or resulting from the Charter School's use of the funding under this Agreement. To the fullest extent allowed by law, KCPS agrees to indemnify and hold harmless Charter School, its officers, agents and employees from and against all claims or losses, including reasonable attorneys' fees, arising out of or resulting from KCPS's This provision shall not be deemed a waiver of sovereign immunity, and the parties shall continue to enjoy all rights, claims and defenses available under law, specifically including 537.600, RSMo, et seq.
7. **Insurance.** Charter School shall maintain property and casualty insurance policies with responsible insurers, at least to the extent that similar insurance is customarily carried by entities operating and maintaining similar facilities.
8. **Notices.** Any communications (including but not limited to disbursement requests) required under this agreement should be sent to:

Kansas City Public Schools
Attention: Jordan Gordon, COO
2901 Troost
Kansas City, Missouri 64109
Jgordon1@kcpublicschools.org

Charter School

With a copy to KCPS Bond Counsel:

With a copy to Charter School
Counsel:

Gilmore & Bell, P.C.
Attention: Haden Crumpton
2405 Grand Blvd., Suite 1100
Kansas City, Missouri 64108

9. **Severability.** If any provision in this Agreement is determined to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions will not be affected or impaired.
10. **Governing Law.** This Agreement will be governed by and construed in accordance with the laws of the State of Missouri
11. **Amendments.** The terms and conditions of this Agreement may be modified only by mutual written agreement between the parties.

[The rest of this page intentionally left blank]

THE PARTIES TO THIS AGREEMENT have caused this Agreement to be duly executed by their duly authorized officers.

KANSAS CITY PUBLIC SCHOOLS

By: _____
Name: _____
Title: _____

[CHARTER SCHOOL]

By: _____
Name: _____
Title: _____

EXHIBIT A – PROJECT DESCRIPTIONS

Exhibit A-1

EXHIBIT B

FORM OF DISBURSEMENT REQUEST

Disbursement Request
No.: _____

Date: _____

To: Kansas City Public Schools
2901 Troost Avenue
Kansas City, Missouri 64109
Attention: _____
Email: _____
Phone: _____

Pursuant to **Article II** of the Funding Agreement dated [_____, 20__] between Kansas City Public Schools (“**KCPS**”) and [_____] (“**Charter School**”), the Charter School hereby requests payment from the Charter School Portion of the Bonds held by KCPS that have been made available to said Charter School under the Funding Agreement in accordance with this Disbursement Request and said Funding Agreement, and the Charter School hereby states and certifies:

1. All capitalized terms used in this request have the meanings assigned in the Funding Agreement.
2. The names of the persons, firms or corporations, if any, to whom the payments requested hereby are due, the amounts to be paid are as set forth on **Attachment I** hereto.
3. The amount hereby requested (a) has been previously paid by Charter School directly to contractors, subcontractors, materialmen, engineers, or other persons who have performed necessary and appropriate work or furnished necessary and appropriate materials in connection with the Project and is justly due to and is requested to be paid to Charter School to reimburse Charter School (as described in **Attachment I** hereto) or (b) is justly due and is hereby requested to be paid to contractors, subcontractors, materialmen, engineers, or other persons (whose names and addresses are stated on **Attachment I** hereto) who have performed necessary and appropriate work or furnished necessary and appropriate materials in connection with the Project (a brief description of such work and materials and the several amounts so paid or due being set forth on **Attachment I** hereto).

Exhibit A-2

4. No part of the several amounts paid or due, as stated in this Disbursement Request has been, is being or will be made the basis for the withdrawal of any moneys in any previous, pending or subsequently filed Disbursement Request;

5. There has not been filed with or served upon the Charter School any notice of any lien, right to a lien or attachment upon or claim affecting the right of any person, firm or corporation to receive payment of the respective amounts stated in this certificate that has not been released or will not be released simultaneously with the payment of such obligation.

6. Charter School has provided the following documentation in support of its Disbursement Request to KCPS:
 - a. Explanation of competitive bid process;
 - b. Bid tabulation sheet;
 - c. Contract;
 - d. Board approval of Contract and/or project;
 - e. Purchase order; and
 - f. Invoice.

7. Charter School has complied with all requirements of §177.086 RSMo., §§290.210-290.340 RSMo., §292.675 RSMo., and §285.530 RSMo.

8. With respect to this disbursement, the Charter School (i) certifies it has reviewed any wire instructions set forth herein to confirm such wire instructions are accurate, and (ii) agrees it will not seek recourse from KCPS as a result of losses incurred by it for making the disbursement in accordance with its instructions herein.

Pursuant to the Funding Agreement, the Charter School hereby states and certifies that (a) each of the Charter School's representations contained in the Funding Agreement is true, correct and not misleading as though made as of the date hereof, and (b) no event exists that constitutes, or with the giving of notice of the passage of time or both would constitute, an Event of Default under the Funding Agreement.

[CHARTER SCHOOL}

By: _____

Name: _____

Title: _____

APPROVAL:

Exhibit A-3

KANSAS CITY PUBLIC SCHOOLS

By: _____
Name: _____
Title: _____

Exhibit A-4

**ATTACHMENT I
TO DISBURSEMENT REQUEST**

SCHEDULE OF PAYMENTS REQUESTED

(to be paid in accordance with the invoices attached hereto)

<u>Payee and Address</u>	<u>Amount</u>	<u>Description</u>
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Exhibit A-5

EXHIBIT A – ACADEMIE LAFAYETTE PROJECT DESCRIPTIONS

Locations

3421 Cherry Street
Kansas City, MO 64109

6903 Oak Street
Kansas City, MO 64113

201 E. Armour Blvd.
Kansas City, MO 64111

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Turfing of soccer fields (all sites)

Fence and gate replacement

Re-surfacing and painting parking lots and playgrounds (asphalt)

Roof replacement (Oak and Cherry)

Window replacement (Oak)

Painting (Oak and Cherry)

Replacement of interior doors (Oak and Cherry)

Replacement of gym floor (Oak)

Replacement of bleachers and basketball goals (Cherry)

HVAC (Oak and Cherry)

Plumbing (Oak and Cherry)

New Gymnasium/Auditorium (Armour)

Equipment (Smart Boards for all sites; maker space equipment for Cherry and Oak)

Academie Lafayette

Address	
Ownership	
Building Size	
Current Enrollment	
Programs Housed (elem., middle, high, etc)	
Insured Building Value	

Narrative of Current Status Related to GO Bond
 Scope and pricing based on previous assessment by MC Realty and pricing by BNIM. Amour is included but eligibility needs to be reviewed.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
Cherry - Turf soccer field	Replace grass with turf field	\$ 1,200,000	\$ 240,000	\$ 1,440,000	\$ 1,526,400
oak - Turf soccer field	Replace grass with turf field	\$ 1,200,000	\$ 240,000	\$ 1,440,000	\$ 1,526,400
Armour - Turf soccer field	Replace grass with turf field	\$ 750,000	\$ 150,000	\$ 900,000	\$ 954,000
Oak - repair fence surrounding entire property in poor condition	Repair fence and gates	\$ 90,000	\$ 18,000	\$ 108,000	\$ 114,480
Cherry - fence and gate repair	Repair fence and gates	\$ 85,000	\$ 17,000	\$ 102,000	\$ 106,120
Cherry - grounds clean up	brush and debris and trash onsite needs to be clean up		\$ -	\$ -	\$ -
Oak - asphalt lot / playground / striping	Asphalt is worn out and needs to be replaced - safety concern	\$ 75,000	\$ 15,000	\$ 90,000	\$ 95,400
Armour - asphalt lot / playground / striping	Asphalt is worn out and needs to be replaced - safety concern	\$ 150,000	\$ 30,000	\$ 180,000	\$ 190,800
Cherry - asphalt lot / playground / striping	Asphalt is worn out and needs to be replaced - safety concern	\$ 175,000	\$ 35,000	\$ 210,000	\$ 222,600
Accessibility					
			\$ -	\$ -	\$ -
Building Envelope					
Oak - Poor roof conditions	Replace roof	\$ 800,000	\$ 160,000	\$ 960,000	\$ 1,017,600
Cherry - Poor roof conditions	Replace roof	\$ 1,200,000	\$ 240,000	\$ 1,440,000	\$ 1,526,400
Oak - Windows	Repair / replace windows	\$ 500,000	\$ 100,000	\$ 600,000	\$ 636,000
Interior Finishes					
Oak - ceiling wall painting from damages	patch and paint	\$ 150,000	\$ 30,000	\$ 180,000	\$ 190,800
Cherry - ceiling wall painting from damages	patch and paint	\$ 150,000	\$ 30,000	\$ 180,000	\$ 190,800
Cherry - interior doors	replace interior doors	\$ 100,000	\$ 20,000	\$ 120,000	\$ 127,200
Oak - interior doors	replace interior doors	\$ 100,000	\$ 20,000	\$ 120,000	\$ 127,200
Oak - gym floor	replace gym flooring	\$ 135,000	\$ 27,000	\$ 162,000	\$ 171,720
FF&E / IT / Equipment					
Cherry - classroom technology	Add smart boards	\$ 200,000	\$ 40,000	\$ 240,000	\$ 254,400
Oak - classroom technology	Add smart boards	\$ 200,000	\$ 40,000	\$ 240,000	\$ 254,400
Armour - classroom technology	Add smart boards	\$ 200,000	\$ 40,000	\$ 240,000	\$ 254,400
Cherry - maker space equipment	Add maker space equipment	\$ 125,000	\$ 25,000	\$ 150,000	\$ 159,000
Oak - maker space equipment	Add maker space equipment	\$ 125,000	\$ 25,000	\$ 150,000	\$ 159,000
Cherry - interior bleachers and basketball goals	replace interior bleachers and basketball goals	\$ 125,000	\$ 25,000	\$ 150,000	\$ 159,000
Security					
			\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -
MEP					
Oak - HVAC	Full system renovation / replacement	\$ 3,000,000	\$ 600,000	\$ 3,600,000	\$ 3,816,000
Cherry - HVAC	Full system renovation / replacement	\$ 2,300,000	\$ 460,000	\$ 2,760,000	\$ 2,925,600
Cherry - plumbing repairs	repair plumbing issues	\$ 50,000	\$ 10,000	\$ 60,000	\$ 63,600
Oak - plumbing repairs	repair plumbing issues	\$ 50,000	\$ 10,000	\$ 60,000	\$ 63,600
Educational Adequacy					
Armour - Gymnasium / Auditorium	Construct Gymnasium / Auditorium addition to fill needs of current students	\$ 18,800,000	\$ 3,360,000	\$ 20,160,000	\$ 21,369,600
Total Estimated Bond Fund Need		\$ 30,035,000	\$ 6,007,000	\$ 36,042,000	\$ 38,204,520

EXHIBIT A – CITIZENS OF THE WORLD PROJECT DESCRIPTIONS

Locations

3435 Broadway Blvd
Kansas City, MO 64111

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Deferred maintenance, including building exterior, mechanical, electrical and plumbing
Renovations

Citizens of the World

Address	3435 Broadway
Ownership	Citizens working to purchase Broadway building from IFF
Building Size	
Current Enrollment	359
Programs Housed (elem., middle, high, etc)	
Insured Building Value	

Narrative of Current Status Related to GO Bond
 Citizens is in the process of purchasing their Broadway building from IFF to be eligible for bond funds. No acquisition costs are included in the potential costs. Scope and budget based on previous assessment and Master Plan work from Multi-Studio.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site		\$ -	\$ -	\$ -	\$ -
Accessibility		\$ -	\$ -	\$ -	\$ -
Building Envelope		\$ -	\$ -	\$ -	\$ -
Interior Finishes		\$ -	\$ -	\$ -	\$ -
FF&E / IT / Equipment		\$ -	\$ -	\$ -	\$ -
Security		\$ -	\$ -	\$ -	\$ -
MEP		\$ -	\$ -	\$ -	\$ -
Educational Adequacy	Multi-Studio has been working with Citizens prior to the bond assessment process to evaluate their needs as a school. It is currently understood that Citizens will purchase their existing building and hope to renovate it. In addition to significant deferred maintenance needs of the building including site, skin, finishes, MEP, etc. the building space is not adequate for current educational standards. An addition is planned to provide space for needed closets, gymnasium and staff support. These costs do not include any real estate or acquisition costs.	\$ 8,500,000	\$ 1,700,000	\$ 10,200,000	\$ 10,812,000
Renovation of existing building for deferred maintenance.		\$ 8,500,000	\$ 1,700,000	\$ 10,200,000	\$ 10,812,000
Total Estimated Bond Fund Need		\$ 8,500,000	\$ 1,700,000	\$ 10,200,000	\$ 10,812,000

EXHIBIT A – CROSSROADS CHARTER SCHOOLS PROJECT DESCRIPTIONS

Locations

1011 Central
Kansas City, MO 64105

816 Broadway
Kansas City, MO 64105

1080 Washington – Quality Hill
Kansas City, MO 64105

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Deferred maintenance for parking lots, sidewalks, alley, entrance concrete, structural work, porch

Accessibility

Building Envelope, including roof placements, window replacements, brick exterior and wood exterior replacement

Interior, including painting, flooring, walls

Secure site entry and other security

Mechanical, electrical and plumbing

Windows and awnings

Furniture

New Gymnasium

Crossroads - Central Street

Address	1015 / 1011 Central
Ownership	
Building Size	
Current Enrollment	343
Programs Housed (elem., middle, high, etc)	PK / K-8
Insured Building Value	

Narrative of Current Status Related to GO Bond
 Scope of work and pricing provided from previous building assesment by MC Realty and several individual scope bids provided by Crossroads Academy. It is believed this building is now eligible for building and equipment but it will need to be vetted through eligibility requirements.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
<small>*The escalation numbers provided in assessment already includes escalation</small>					
Site					
1011 - parking/sidewalk/ally maintenance		\$ 80,000	\$ 16,000	\$ 96,000	\$ 96,000
1015 - parking/sidewalk/ally maintenance		\$ 40,000	\$ 8,000	\$ 48,000	\$ 48,000
Accessibility					
1011 -Code Improvements and Testing		\$ 55,000	\$ 11,000	\$ 66,000	\$ 66,000
1015 -Code Improvements and Testing		\$ 55,000	\$ 11,000	\$ 66,000	\$ 66,000
Building Envelope					
1011 - Roof replacement		\$ 300,000	\$ 60,000	\$ 360,000	\$ 360,000
1011 - Tuck pointing/brick repair		\$ 65,000	\$ 13,000	\$ 78,000	\$ 78,000
1015 - Roof replacement		\$ 240,000	\$ 48,000	\$ 288,000	\$ 288,000
1015 - Tuck pointing/brick repair		\$ 45,000	\$ 9,000	\$ 54,000	\$ 54,000
1015 - window replacement		\$ 1,500,000	\$ 300,000	\$ 1,800,000	\$ 1,800,000
Interior Finishes					
1011 - General painting		\$ 575,000	\$ 115,000	\$ 690,000	\$ 690,000
1011 - Flooring		\$ 400,000	\$ 80,000	\$ 480,000	\$ 480,000
1011 - Classroom wall protection		\$ 60,000	\$ 12,000	\$ 72,000	\$ 72,000
1011 - misc. small projects		\$ 500,000	\$ 100,000	\$ 600,000	\$ 600,000
1015 - General painting		\$ 575,000	\$ 115,000	\$ 690,000	\$ 690,000
1015 - Flooring		\$ 700,000	\$ 140,000	\$ 840,000	\$ 840,000
1015 - misc. small projects		\$ 500,000	\$ 100,000	\$ 600,000	\$ 600,000
FF&E / IT / Equipment					
1011 - Furniture replacement		\$ 330,000	\$ 66,000	\$ 396,000	\$ 396,000
1015 - Furniture replacement		\$ 330,000	\$ 66,000	\$ 396,000	\$ 396,000
Security					
1011 - Secure Entry		\$ 150,000	\$ 30,000	\$ 180,000	\$ 180,000
MEP					
1011 - Lighting		\$ 400,000	\$ 80,000	\$ 480,000	\$ 480,000
1011 - HVAC and controls		\$ 275,000	\$ 55,000	\$ 330,000	\$ 330,000
1015 - Lighting		\$ 600,000	\$ 120,000	\$ 720,000	\$ 720,000
1015 - HVAC and controls		\$ 275,000	\$ 55,000	\$ 330,000	\$ 330,000
Educational Adequacy					
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
Total Estimated Bond Fund Need		\$ 8,050,000	\$ 1,610,000	\$ 9,660,000	\$ 9,660,000

Crossroads - CPA

Address	816 Broadway Boulevard
Ownership	Crossroads Preparatory Academy
Building Size	
Current Enrollment	414
Programs Housed (elem., middle, high, etc)	Middle and High School
Insured Building Value	

Narrative of Current Status Related to GO Bonds

Scope of work and pricing provided from previous building assessment by MC Reaty and several individual scope bids provided by Crossroads Academy

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
West entrance concrete and structural work		\$ 200,000	\$ 40,000	\$ 240,000	\$ 240,000
Parking, sidewalk and alley maintenance		\$ 200,000	\$ 40,000	\$ 240,000	\$ 240,000
Accessibility					
General Code improvement	make various code improvements throughout building	\$ 110,000	\$ 22,000	\$ 132,000	\$ 132,000
Building Envelope					
Roofing replacements	replace all roof areas	\$ 650,000	\$ 130,000	\$ 780,000	\$ 780,000
Exterior tuck pointing		\$ 800,000	\$ 160,000	\$ 960,000	\$ 960,000
First level facade coating		\$ 75,000	\$ 15,000	\$ 90,000	\$ 90,000
Interior Finishes					
General painting	Ongoing painting needs to keep up with general maintenance	\$ 1,150,000	\$ 230,000	\$ 1,380,000	\$ 1,380,000
Misc. Small Projects		\$ 500,000	\$ 100,000	\$ 600,000	\$ 600,000
Cafeteria sound issue	improve acoustics	\$ 50,000	\$ 10,000	\$ 60,000	\$ 60,000
2nd floor South Renovation		\$ 250,000	\$ 50,000	\$ 300,000	\$ 300,000
1st floor north renovation		\$ 250,000	\$ 50,000	\$ 300,000	\$ 300,000
Flooring Replacement	Replace damaged and worn out flooring	\$ 720,000	\$ 144,000	\$ 864,000	\$ 864,000
FF&E / IT / Equipment					
Window Treatments		\$ 180,000	\$ 36,000	\$ 216,000	\$ 216,000
Awning replacement		\$ 60,000	\$ 12,000	\$ 72,000	\$ 72,000
Furniture replacement		\$ 330,000	\$ 66,000	\$ 396,000	\$ 396,000
Security					
Stair towers	add mag locks	\$ 150,000	\$ 30,000	\$ 180,000	\$ 180,000
Atrium Safety		\$ 1,265,000	\$ 253,000	\$ 1,518,000	\$ 1,518,000
MEP					
Lighting replacement	Upgrade and repair interior lighting	\$ 600,000	\$ 120,000	\$ 720,000	\$ 720,000
Boiler	Replace boilers	\$ 200,000	\$ 40,000	\$ 240,000	\$ 240,000
Chillers	Replace chillers	\$ 1,050,000	\$ 210,000	\$ 1,260,000	\$ 1,260,000
AHU's	Study and replace	\$ 780,000	\$ 156,000	\$ 936,000	\$ 936,000
Control Units		\$ 430,000	\$ 86,000	\$ 516,000	\$ 516,000
Back flow units		\$ 50,000	\$ 10,000	\$ 60,000	\$ 60,000
Educational Adequacy					
New Gym	Construction of new Gym facility (without land acquisition)	\$ 11,500,000	\$ 2,300,000	\$ 13,800,000	\$ 14,628,000
Total Estimated Bond Fund Need		\$ 21,550,000	\$ 4,310,000	\$ 25,860,000	\$ 26,688,000

Crossroads - Quality Hill

Address	1080 Washington St.
Ownership	
Building Size	
Current Enrollment	250
Programs Housed (elem., middle, high, etc)	K-8
Insured Building Value	

Narrative of Current Status Related to GO Bond
 Scope of work and pricing provided from previous building assessment by MC Realty and several individual scope bids provided by Crossroads Academy

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
Porch Repair		\$ 115,000	\$ 23,000	\$ 138,000	\$ 138,000
Parking/sidewalk/ally maintenance		\$ 600,000	\$ 120,000	\$ 720,000	\$ 720,000
Accessibility					
Code improvements and testing		\$ 45,000	\$ 9,000	\$ 54,000	\$ 54,000
Building Envelope					
Roof replacement		\$ 500,000	\$ 100,000	\$ 600,000	\$ 600,000
Window replacemet		\$ 1,930,000	\$ 386,000	\$ 2,316,000	\$ 2,316,000
Exterior building painting		\$ 200,000	\$ 40,000	\$ 240,000	\$ 240,000
Wood rot repair		\$ 100,000	\$ 20,000	\$ 120,000	\$ 120,000
Tuck pointing / brick repair		\$ 200,000	\$ 40,000	\$ 240,000	\$ 240,000
Interior Finishes					
General painting		\$ 575,000	\$ 115,000	\$ 690,000	\$ 690,000
Misc small projects		\$ 500,000	\$ 100,000	\$ 600,000	\$ 600,000
Flooring		\$ 400,000	\$ 80,000	\$ 480,000	\$ 480,000
FF&E / IT / Equipment					
Furniture replacement		\$ 330,000	\$ 66,000	\$ 396,000	\$ 396,000
Security					
Secure entry		\$ 150,000	\$ 30,000	\$ 180,000	\$ 180,000
MEP					
Lighting		\$ 800,000	\$ 160,000	\$ 960,000	\$ 960,000
HVAC		\$ 300,000	\$ 60,000	\$ 360,000	\$ 360,000
Educational Adequacy			\$ -	\$ -	\$ -
Total Estimated Bond Fund Need		\$ 6,745,000	\$ 1,349,000	\$ 8,094,000	\$ 8,094,000

EXHIBIT A – GORDON PARKS PROJECT DESCRIPTIONS

Locations

3715 Wyoming St.
Kansas City, MO 64111

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Exterior including parking lots, secure student drop off, stairs, fencing

Accessibility

Building Envelope, including masonry and stone work, window replacement

Interior, including acoustical improvements, ceilings, and walls

Secure site entry

Mechanical, electrical and plumbing

Bathroom renovations

Gordon Parks

Address	3715 Wyoming St.
Ownership	Gordon Parks Elementary School
Building Size	
Current Enrollment	108
Programs Housed (elem., middle, high, etc)	Elementary
Insured Building Value	

Narrative of Current Status Related to GO Bond

Assessment performed by Multi Studio in July 2024. Below list and pricing is preliminary based on partial report results and general estimates. More investigation is required to finalize full scope and pricing.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
Parking lot resurfacing	See below vestibule addition costs	See below			
no bus loop	site renovation to provide secure student drop off	\$ 380,000	\$ 76,000	\$ 456,000	\$ 483,360
exterior stairs are chipping and crumbling in places	repair of stairs	\$ 50,000	\$ 10,000	\$ 60,000	\$ 63,600
Playground fencing doesn't provide privacy and security	Add privacy screen and complete fence around site	\$ 29,855	\$ 5,971	\$ 35,826	\$ 37,878
Accessibility					
main entrance not accessible	provide lift at main entry interior stair - exterior ramp included with vestibule project.	\$ 80,000	\$ 16,000	\$ 96,000	\$ 101,700
elevator has frequent issues with buttons sticking	maintenance for existing elevator, may require replacement	\$ 20,000	\$ 4,000	\$ 24,000	\$ 25,440
Building Envelope					
exterior masonry in need of tuckpointing, stone coping leaking	tuckpointing of masonry and stone coping to prevent further leaks in areas indicated as typical in assessment report	\$ 50,000	\$ 10,000	\$ 60,000	\$ 63,600
Exterior window replacement	old windows need to be replaced	\$ 185,000	\$ 37,000	\$ 222,000	\$ 235,320
Interior Finishes					
no acoustic separation between offices	minor renovation to provide acoustic separation	\$ 2,500	\$ 500	\$ 3,000	\$ 3,160
General ceiling and wall damage	Repair / replace damaged and water stained ceiling tiles and patch and paint wall cracks and holes.	\$ 30,000	\$ 6,000	\$ 36,000	\$ 39,160
FF&E / IT / Equipment					
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
Security					
	Hollis and Miller completed a preliminary design to add a secure entry vestibule and administrative space onto the West façade of the existing building. The current entry allows people to enter all the way into the school classroom area with no reception or administrative check point. The estimated cost also includes parking lot surfacing updates to the adjacent expansion area.	\$ 1,700,000	\$ 340,000	\$ 2,040,000	\$ 2,162,400
Secure Entry Addition					
MEP					
Kitchen equipment does not meet current needs and some equipment is non-functional	Renovate kitchen and provide new equipment	\$ 299,975	\$ 59,995	\$ 359,970	\$ 381,588
HVAC Equipment - patchwork of replacement parts in original units (MEP Item 1)	replacement of AHUs	\$ 150,000	\$ 30,000	\$ 180,000	\$ 190,800
Multiple Lightning strikes to building causing damage to equipment	install Lightning Protection System (LPS)	\$ 50,000	\$ 10,000	\$ 60,000	\$ 63,600
access to AHU for 3rd floor is not safe for personnel (MEP Item 4)	renovation to provide appropriate access. Additional study on feasibility required.	\$ 10,000	\$ 2,000	\$ 12,000	\$ 12,720
Electrical service and distribution system affected by utility changes (MEP Item 5)	installation of surge protection devices, undervoltage protection relays and uninterruptible power supplies	\$ 30,000	\$ 6,000	\$ 36,000	\$ 38,160
Domestic Water leaking service entrance (MEP Item 6)	repair service entry to fix leak	\$ 4,500	\$ 900	\$ 5,400	\$ 5,724
stage and theatrical lighting not functional	renovation to provide stage and lighting to support academic programming	\$ 20,000	\$ 15,000	\$ 35,000	\$ 37,100
Water fountain and urinals not in working order	replace water fountain and urinals along with urinal piping backed up from build up	\$ 12,000	\$ 2,400	\$ 14,400	\$ 15,264
		\$ -	\$ -	\$ -	\$ -
Educational Adequacy					
No Kindergarten Restrooms	renovation to provide restrooms on kindergarten classroom floor	\$ 100,000	\$ 20,000	\$ 120,000	\$ 127,200
Total Estimated Bond Fund Need		\$ 3,203,830	\$ 651,766	\$ 3,855,596	\$ 4,086,932

EXHIBIT A – HOGAN PREP ACADEMY PROJECT DESCRIPTIONS

Locations

6409 Agnes Ave.
Kansas City, MO 64130

1331 E. Meyer Blvd.
Kansas City, MO 64132

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Site Exteriors including playground surfaces (asphalt), parking lots and driveways, signage, retaining wall, playground basketball goal

Accessibility

Building Envelope, including walls, roofs, windows

Interior, including painting, flooring, walls, ceilings

New Gymnasium and Gymnasium renovation

Athletic fields

Secure site including fencing and visitor management kiosk

Mechanical, electrical and plumbing

Kitchen and Cafeteria renovations

Hogan Prep (Agnes)

Address	6409 Agnes Ave.
Ownership	
Building Size	
Current Enrollment	566
Programs Housed (elem., middle, high, etc)	Elementary and Middle School (thru 6th grade)
Insured Building Value	\$20,900,000

Narrative of Current Status Related to GO Bond

Assessment performed by Multi Studio in July 2024. Below list and pricing is preliminary based on partial report results and general estimates. More investigation is required to finalize full scope and pricing.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
Playground and North Lot paving replacement	Asphalt paved area at playground is cracked and settled creating a safety and maintenance issue. Price is for full replacement assuming it is not thick enough for mill and overlay.	\$ 175,000	\$ 17,500	\$ 192,500	\$ 204,050
Exterior signage	Signage onsite identifying the school and navigating entry points is insufficient. Add site and safety signage around building.	\$ 15,000	\$ 3,000	\$ 18,000	\$ 19,080
Broken retaining wall	Replace retaining wall at loading dock creating accessibility issue with broken concrete on sidewalk.	\$ 7,000	\$ 1,400	\$ 8,400	\$ 8,904
Missing basketball goal at playground	Replace basketball goal on existing pole	\$ 500	\$ -	\$ 500	\$ 530
Accessibility					
Several doors do not have accessible hardware or it is broken	Replace door hardware with accessible hardware	\$ 32,000	\$ 1,600	\$ 33,600	\$ 35,616
Building Envelope					
Masonry tuck pointing at roof and walls	Repair brick/stone, tuck point and wash at miscellaneous locations noted on assessment	\$ 120,000	\$ 12,000	\$ 132,000	\$ 139,920
Roof soffit water damage	Patch and repair roof cracking and peeling paint at roof soffit. Further investigation is required to determine source of water damage.	\$ 10,500	\$ 2,100	\$ 12,600	\$ 13,356
Deteriorated sealant joints around windows	Remove and replace sealant	\$ 30,000	\$ 6,000	\$ 36,000	\$ 38,160
Interior Finishes					
Ceiling damage from water	Damage to corridor ceilings from past and potential current water damage. Previous damage was due to old roof which was repaired. Cause of current damage is not currently known and pending additional investigation and assessment results. Cost includes allowance for potential plumbing or roofing repairs causing the leak.	\$ 20,000	\$ 4,000	\$ 24,000	\$ 25,440
Old restroom used as storage, no fixtures	Fully renovate rooms to accessible closets	\$ 8,000	\$ 1,600	\$ 9,600	\$ 10,176
Gymnasium is in disrepair	Update gymnasium bleachers, floors, basket ball goals, wall pads, etc. Paint walls and repair ceilings from water damage.	\$ 1,235,200	\$ 247,040	\$ 1,482,240	\$ 1,571,174
Flooring and finishes deteriorating	Certain areas of the building have been updated over the years but several classrooms and common areas still have older VCT flooring and stained wall panels and cracking paint.	\$ 704,000	\$ 140,800	\$ 844,800	\$ 895,488
FF&E / IT / Equipment					
Security					
Improve site security fencing	Perimeter safety fencing does not surround the entire property, only the playground area. Additional fencing will provide more security for the campus. A new secure vestibule was added with the building addition in 2023 but the receptionist is located outside of the vestibule. The desire is to have a visitor check in kiosk in the secure vestibule to vet visitors before they are let in to unsecured areas. Guards would be stationed in these vestibules.	\$ 54,590	\$ 5,459	\$ 60,049	\$ 63,652
Visitor management kiosk		\$ 5,000	\$ 500	\$ 5,500	\$ 5,830
MEP					
Classroom Unit Ventilators aren't functioning properly (MEP Item 1) Supplemental cooling provided by window units.	Window units do not provide ample cooling and are frequently tripped due to non-dedicated outlets. Further investigation required but replacement of heating and cooling system is recommended (see other MEP items below)	\$ 2,000,000	\$ 400,000	\$ 2,400,000	\$ 2,544,000
exterior refrigerant piping (MEP Item 2) areas of deteriorated insulation and evidence of frost and ice indicative of operational problems	further investigation required to identify if unit is undersized or underperforming. Replacement of unit may be required (see above) Building heat is provided by boilers and radiators. There is no effective heat control and areas can become overheated and uncomfortable. This is also a energy use concern. Recommend full heating and cooling system replacement (see above)	see above			
Boiler heating controls	replacement of hood and equipment to code (included in cost of kitchen renovation below)	see below			
Kitchen Exhaust Hood (MEP Item 3) is undersized for equipment. Controls don't meet current code					
Dining Room exterior ductwork (MEP Item 4) bowed and collecting water	replacement of ductwork	\$ 3,500	\$ 700	\$ 4,200	\$ 4,452
Hot Water Pump (MEP Item 5) signs of leakage and corrosion	replacement of pump	see above			
Hot Water System Chemical Bypass Feeder corroded (MEP Item 6)	replacement of feeder	see above			
Domestic Hot water heaters visibly deteriorated and past expected lifespan (MEP Item 7)	replacement of water heaters	\$ 50,000	\$ 10,000	\$ 60,000	\$ 63,600
Piping wall penetrations degraded (MEP Item 8)	replacement of insulation and sealant as needed	\$ 3,500	\$ 700	\$ 4,200	\$ 4,452
Condensing unit control panel removed exposing components (MEP Item 9)	install new cover	in above			
Kitchen equipment cord and plug concerns (MEP Item 11)	relocate outlets to appropriate mounting heights and locations to reduce potential for damage (see kitchen renovation cost)	in below			
Domestic water service entrance corroded (MEP Item 12)	replacement of water service entrance components as needed	\$ 3,500	\$ 700	\$ 4,200	\$ 4,452
Lighting updates	Light fixtures are old and replacement parts for covers can no longer be found. Several lights have no covers which creates a safety and quality of learning environment issue. Current lighting also does not dim.	\$ 150,000	\$ 30,000	\$ 180,000	\$ 190,800
Existing building does not have a fire sprinkler system	Provide fire sprinkler system in existing building	\$ 1,200,000	\$ 240,000	\$ 1,440,000	\$ 1,528,400
Educational Adequacy					
Kitchen and cafeteria are undersized for current student population	Renovate / Addition to provide adequate space and updated kitchen equipment	\$ 2,152,500	\$ 430,500	\$ 2,583,000	\$ 2,737,980
Total Estimated Bond Fund Need		\$ 7,973,790	\$ 1,655,596	\$ 9,629,386	\$ 10,107,512

Hogan Prep - Meyer Campus

Address	1331 E. Meyer Blvd
Ownership	Hogan Prep
Building Size	
Current Enrollment	328
Programs Housed (elem., middle, high, etc)	High School and 7/6
Insured Building Value	

Narrative of Current Status Related to GO Bond
 Assessment performed by Multi Studio in July 2024. Below list and pricing is preliminary based on partial report results and general estimates. More investigation is required to finalize full scope and pricing.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
Parking lot and drive replacement	The previous new high school project did not have available funds to replace the parking lot and drive lane asphalt. It is in poor condition and in need of full replacement.	\$ 180,000	\$ 36,000	\$ 216,000	\$ 228,980
Site directional signage	Site signage is needed to direct separation of buses and car traffic on the site.	\$ 15,000	\$ 3,000	\$ 18,000	\$ 19,080
Accessibility			\$ -	\$ -	\$ -
Building Envelope			\$ -	\$ -	\$ -
Interior Finishes			\$ -	\$ -	\$ -
FF&E / IT / Equipment			\$ -	\$ -	\$ -
Security			\$ -	\$ -	\$ -
MEP			\$ -	\$ -	\$ -
Educational Adequacy					
New Gymnasium / old high school demolition	As part of the recent new high school construction, Hogan Prep vacated their existing building at Meyer Blvd. The new high school construction, though, did not include a new gymnasium. Conceptual plans were developed to demolish another adjacent building to build a new gym and then demolish the old high school building which has been deemed beyond repair for occupancy. Funding was unavailable to accomplish this and Hogan is still using the gym in the old building (Hogan did demolish the adjacent building to make the site ready for the new gym in 2023). The rest of the building is unoccupied and is a safety concern with frequent break ins. The current gym is not adequately sized for the current student population with grades 7-12 now on the Meyer campus. The cost presented is to construct the new gymnasium and demolish the old high school building.	\$ 11,445,590	\$ 1,144,559	\$ 12,590,149	\$ 12,590,149
Athletics fields	As a second phase to the new gym proposal, Hogan Prep has conceptual plans for construction of athletic fields on the site of the old high school building after a new gym is built and the old building is demolished.	\$ 8,123,750	\$ 912,375	\$ 8,936,125	\$ 8,936,125
Total Estimated Bond Fund Need		\$ 19,764,340	\$ 1,995,934	\$ 21,760,274	\$ 21,774,314

EXHIBIT A – KANSAS CITY GIRLS PREPARATORY ACADEMY PROJECT DESCRIPTIONS

Locations

5000 E. 17th St.
Kansas City, MO 64127

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Site Exteriors including playground surfaces (asphalt), parking lots and driveways,

Accessibility, including elevators

Building Envelope, including walls, roofs, windows

Interior, including acoustic renovations and insulation

Equipment, including chrome books and classroom technology

Secure entry and other security renovations including fencing, cameras

Mechanical, electrical and plumbing

Educational Adequacy renovations

Kansas City Girls Preparatory Academy

Address	5000 E 17th St.
Ownership	Kansas City Girls Preparatory Academy Foundation
Building Size	74,364 SF
Current Enrollment	135
Programs Housed (elem., middle, high, etc)	Middle and High School
Insured Building Value	

Narrative of Current Status Related to GO Bond

Assessment performed by Multi Studio in July 2024. Below list and pricing is preliminary based on partial report results and general estimates. More investigation is required to finalize full scope and pricing.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site	Current play area is not age appropriate for middle and high school students as the building was formerly for elementary age. The playground plastic surface causes rashes on students and there is no shaded areas. Cars and buses are combined and there is not enough parking. Future expansion plans included additional street parking and site circulation improvements but these can not be done independent of building construction. Cost of site improvements included in building construction cost below. More study is required for alternate solutions and costs.	\$ 200,000	\$ 40,000	\$ 240,000	\$ 254,400
Outdoor play area					
Perking/drive circulation			\$ -	\$ -	\$ -
Accessibility	No current accessibility to lower level classrooms, gym, or playground. Limited accessible emergency egress. Multi Studio has studied addition of an elevator to the existing building and it has been estimated by Turner Construction. The cost listed is the result of this elevator study. This is not a recommended for though. It is anticipated that this work would trigger new KCMO storm shelter codes. In that case, it would be more efficient to consider accessibility with the planned future addition described below.	\$ 1,000,000	\$ 200,000	\$ 1,200,000	\$ 1,272,000
Elevator					
Building Envelope	KCGPA has experienced water intrusion and flooding in the lower level for years. Water has caused drywall damage and mold in occupied areas. It has also caused damage to gym flooring. Past inspections performed by Integrated Weather Barriers indicate no foundation drainage or waterproofing on foundation. In addition, exterior paving is sloped towards the building in some areas due to years of settling. More investigation and design is required to determine full cost of repairs. Estimated cost includes design fees to complete study and replacement of paving and stairs necessary to access foundation walls.	\$ 890,000	\$ 160,000	\$ 960,000	\$ 1,017,600
Lower Level water intrusion					
Roof Replacement	Roof inspection performed by Terracon in 2023 indicated roof near end of useful life and would need replacement or major repairs in 1-3 years. Additionally, the parapet wall caps require repair for active wall cavity leaks.	\$ 1,134,263	\$ 226,853	\$ 1,361,116	\$ 1,442,785
Window Repair	Windows in far wing leak. re-seal and verify installation of windows is correct	\$ 20,000	\$ 4,000	\$ 24,000	\$ 25,440
Interior Finishes	Acoustic separation between teachers lounge and classrooms is not sufficient and talking can be heard between rooms. Extend wall or add insulation to improve separation.	\$ 5,000	\$ 1,000	\$ 6,000	\$ 6,360
Acoustics in teachers lounge					
misc. minor projects		\$ 80,000	\$ 16,000	\$ 96,000	\$ 101,760
IT/E / IT / Equipment	Current chrome books have quality and security issues. KCGPA would like to switch to apple devices for better security, quality and compatibility with teacher devices	\$ 135,000	\$ 27,000	\$ 162,000	\$ 171,720
Chrome book replacement	Teachers currently share technology carts. Need fixed, standardized classroom AV technology in alignment with current educational standards. 24 existing classrooms including library.	\$ 192,000	\$ 30,400	\$ 220,400	\$ 244,224
Fixed classroom technology					
Security	The building does not currently have a secure entry vestibule. See below as part of new construction proposal.	See Below			
Secure Entry	additional access control at doors with manual locks. provide access control at 5 additional doors	\$ 4,500	\$ 900	\$ 5,400	\$ 5,724
Access control					
no vape detectors in restrooms	provide vape detectors in restrooms	\$ 3,500	\$ 700	\$ 4,200	\$ 4,452
Fence line not continuous	provide additional fencing to secure entirety of campus. Gate at top of South Stair, East stair and extend perimeter fence around North East corner.	\$ 15,000	\$ 3,000	\$ 18,000	\$ 19,080
Additional cameras for security	provide additional cameras. Additional discussions needed to determine quantity.	\$ 10,000	\$ 2,000	\$ 12,000	\$ 12,720
Security desk technology needed for monitoring	provide computer or TV at desk to monitor security camera and access	\$ 2,500	\$ 500	\$ 3,000	\$ 3,180
No emergency notification system	provide emergency button at reception with building speakers for notification. Additional investigation needed to determine scope.	\$ 40,000	\$ 8,000	\$ 48,000	\$ 50,880
MEP	further investigation required to understand if it is due to building envelope or air distribution. May require additional insulation in walls or modifications to air distribution to wing	\$ 25,000	\$ 5,000	\$ 30,000	\$ 31,800
Further wing of school has difficulty maintaining temperature					
Pump valving (MEP Item 1) significant corrosion	valve stem seal may need to be replaced, otherwise fossilification of condensation to be identified and addressed	\$ 5,000	\$ 1,000	\$ 6,000	\$ 6,360
Boiler age (MEP Item 2)	boiler 20 years past life expectancy, consider replacing with high efficiency double boiler system that meet current energy codes	\$ 200,000	\$ 40,000	\$ 240,000	\$ 254,400
Gym RTU age (MEP Item 3)	no 5 years past life expectancy, consider replacement as parts may no longer be available	\$ 70,000	\$ 14,000	\$ 84,000	\$ 89,040
AHU & Fan Coil ages (MEP Item 4)	approaching end of life expectancy, consider replacement as parts are repaired and replaced frequently	\$ 175,000	\$ 35,000	\$ 210,000	\$ 222,000
Building Controls upgrades	Room controls are analog and not visible to building maintenance to maintain and adjust equipment for energy efficiency and comfort. This would also allow for un-occupied temperature set backs. Fan coils and other equipment would have to be upgraded alongside this option to allow for communication. further investigation required to understand if there is additional capacity available at panel and wiring to be re-circuited or if additional service capacity required	\$ 250,000	\$ 50,000	\$ 300,000	\$ 318,000
Electrical capacity, circuits trip often	Current area has low natural light and not enough overhead lighting. Add light fixtures to spaces	\$ 20,000	\$ 4,000	\$ 24,000	\$ 25,440
Increase lighting to high school lower level area					
Savagae smell in high school lower level area	further investigation required to identify source of smell	\$ 5,000	\$ 1,000	\$ 6,000	\$ 6,360
Edacational Adequacy		\$ 25,000	\$ 5,000	\$ 30,000	\$ 31,800
No chemistry classroom	renovate existing classroom to support chemistry education	\$ 82,500	\$ 16,500	\$ 99,000	\$ 104,940
Kitchen	Existing building does not have a full kitchen and limits potential food vendors and nutrition options for students.	See Below			
Gym	Current gym is not properly sized to host games for middle or high school. Existing gym is deficient in acoustics impacting teaching and does not contain any locker rooms or support spaces.	See Below			
Multi purpose space	The current building does not have a space large enough to hold full school gatherings with current enrollment.	See Below			
	All three components above were part of the previous high school building plans which have been on hold since 2023. Studies have been performed by Multi-studio which include a phased option to build just the gym, kitchen, commons and secure entry vestibule that serves the needs of the current school population.	\$ 9,103,000	\$ 1,821,600	\$ 10,929,600	\$ 11,585,376
Total Estimated Bond Fund Need		\$ 12,007,265	\$ 2,721,463	\$ 16,326,718	\$ 17,386,444

**EXHIBIT A – KANSAS CITY INTERNATIONAL ACADEMY PROJECT
DESCRIPTIONS**

Locations

414 Wallace Ave.
Kansas City, MO 64125

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Educational Adequacy renovations

Kansas City International Academic

Address	414 Wallace Ave.
Ownership	KCIA
Building Size	
Current Enrollment	637
Programs Housed (elem., middle, high, etc)	Elementary and Middle School
Insured Building Value	

Narrative of Current Status Related to GO Bond
 Scope and pricing based on previous assessment and master plan by Hollis and Miller.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site		\$ -	\$ -	\$ -	\$ -
Accessibility		\$ -	\$ -	\$ -	\$ -
Building Envelope		\$ -	\$ -	\$ -	\$ -
Interior Finishes		\$ -	\$ -	\$ -	\$ -
FF&E / IT / Equipment		\$ -	\$ -	\$ -	\$ -
Security		\$ -	\$ -	\$ -	\$ -
MEP		\$ -	\$ -	\$ -	\$ -
Educational Adequacy					
Hollis and Miller master plan identified several building deficiencies	Complete recommended repairs/replacements to site, structure, skin, interior, stairways, finishes, MEP and equipment. The old auditorium was converted to needed classroom space, teachers are using closets as office space, the library is a shared space with the cafeteria which is spread over 3 separate rooms as it is too small. KCIA serves a large immigrant community and they have added teachers and staff for language and cultural integration as well as a food pantry and clothes closet. The Hollis and Miller master plan identified options for additions to accommodate needs for existing student and teacher spaces. This is in addition to the existing building deficiencies above.	\$ 10,730,000.00	\$ 2,146,000.00	\$ 12,876,000.00	\$ 13,648,560.00
Building space is inadequate for current student enrollment		\$ 5,000,000.00	\$ 1,000,000.00	\$ 6,000,000.00	\$ 6,000,000.00
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
Total Estimated Bond Fund Need		\$ 15,730,000.00	\$ 3,146,000.00	\$ 18,876,000.00	\$ 19,648,560.00

EXHIBIT A – SCUOLA VITA NUOVA CHARTER PROJECT DESCRIPTIONS

Locations

535 Garfield Ave.
Kansas City, MO 64124

2021 Independence Ave.
Kansas City, MO 64

550 Garfield Ave.
Kansas City, MO

Projects may include:

Note: Project costs exceeding Charter School's allocation of Bond Proceeds to be paid by Charter School

Exterior site, including steps, retaining wall, site settlement issues and turf

Building Envelope, including windows and stonework

Interior and Deferred maintenance

Security, including fencing, cameras, entrances

Mechanical, Electrical and Plumbing

Scuola Vita Nuova Charter

Address	535 Garfield Ave Main Campus / 2021 Independence Ave Innovation Center / 550 Garfield New Building Purchased
Ownership	
Building Size	K-4: 34,368SF, 6th Grade: 6,034SF, Sherman Center: 15,788 SF, Innovation Center: 11,072 SF, New Building: 3,200 SF
Current Enrollment	381
Programs Housed (elem., middle, high, etc)	K-8
Insured Building Value	\$4M in 2021 - Current appraisal pre-dates \$7M building expansion and acquisition of Innovation Center

Narrative of Current Status Related to GO Bond
 Assessment performed by Multi Studio in July 2024. Below list and pricing is preliminary based on partial report results and general estimates. More investigation is required to finalize full scope and pricing.

Identified Needs	Description	Potential Cost	Soft Costs (20%)	Total Cost	2026 Escalated Total Cost
Site					
Replace concrete steps	On Brooklyn Ave. existing concrete steps are in need of replacement from age and deterioration. Quote from JE Dunn.	\$ 192,531	\$ 38,506	\$ 231,037	\$ 244,899
K-5 Building exterior retaining wall is deteriorating	historic wall has areas of repair required	\$ 60,000	\$ 12,000	\$ 72,000	\$ 76,320
New Property (Church) has deteriorating historic retaining wall	significant repair work required for retaining wall further investigation required to identify source of settlement. May be tied to detention below turf.	\$ 120,000	\$ 24,000	\$ 144,000	\$ 152,640
Outdoor area between buildings, turf is settling		\$ 15,000	\$ 3,000	\$ 18,000	\$ 19,080
Accessibility					
-					
Building Envelope					
Innovation Center Windows are original	consider replacement to improve insulation and HVAC efficiency	\$ 244,550	\$ 48,910	\$ 293,460	\$ 311,068
Building stone at grade is degrading from water exposure	Improve drainage at building and replace stone with different material	\$ 45,000	\$ 9,000	\$ 54,000	\$ 57,240
Interior Finishes					
Misc code and infrastructure repairs on church building	upgrading to commercial school occupancy and addressing deferred maintenance	\$ 287,600	\$ 59,520	\$ 357,120	\$ 378,547
FF&E / IT / Equipment					
-					
Security					
Add security fencing and CR gate at new building	New property purchased is not fenced and is adjacent to apartments and driveways that pose safety and security risk. A CR entry gate is desired to allow perimeter fencing to remain closed with secure access to the campus.	\$ 48,060	\$ 9,972	\$ 58,032	\$ 63,422
New Property (Church) has no security	Installation of cameras and other security measures	\$ 25,000	\$ 5,000	\$ 30,000	\$ 31,800
Innovation Center has no fence/gate	Installation of fence and gate to provide security for students	\$ 20,000	\$ 4,000	\$ 24,000	\$ 25,440
MEP					
main building refrigerant piping insulation (MEP Item 1) deteriorated	replacement of insulation	\$ 15,000	\$ 3,000	\$ 18,000	\$ 19,080
6th grade center refrigerant pipin insulation (MEP Item 2) deteriorating	replacement of insulation, and sealant of wall penetrations	\$ 5,000	\$ 1,000	\$ 6,000	\$ 6,360
main building exterior ductwork damage (MEP Item 3)	replacement of ductwork to resolve issues	\$ 2,500	\$ 500	\$ 3,000	\$ 3,180
Innovation Center HVAC units at end of life	consider replacement	\$ 200,000	\$ 40,000	\$ 240,000	\$ 254,400
New Property (Church) has old HVAC units	consider replacement of units to serve building	\$ 20,000	\$ 4,000	\$ 24,000	\$ 25,440
K-5 Building HVAC units are near end of life and have trouble finding replacement parts	consider replacement of units	\$ 250,000	\$ 50,000	\$ 300,000	\$ 318,000
Educational Adequacy					
-					
Total Estimated Bond Fund Need					
		\$ 1,562,041	\$ 312,408	\$ 1,874,449	\$ 1,986,916

Coversheet

Governance Committee Report

Section: III. Governance
Item: D. Governance Committee Report
Purpose: Discuss
Submitted by:
Related Material: Governance Committee Work Plan - Expanded.docx.pdf
V2 - Fall 2024 Crossroads Background and Understandings (1).pdf

Crossroads Governance Committee

Six-Month Plan – Aug 2024

The link for tomorrow is:

<https://us06web.zoom.us/j/2527364543?pwd=aUozUndRRXIRbmR2VmxQT1pIclNaQT09>

This work plan must be in coordination with 1) Academic Excellence Committee and 2) any routine Board self-assessment and Superintendent evaluation processes.

DATE	TOPIC	ACTION OR DISCUSSION	Ad Hoc COMMITTEE PREPARATION
AUGUST 26	A Shared Story: Background and Understanding of Current Position	20 -min Discussion Generate Board questions	A sample/exemplar Guide for generating Board questions
SEPTEMBER 20 <i>COMMITTEE MTG</i>	<ul style="list-style-type: none"> Prepare B and U discussion with Board Prepare workplan/products overview for board meeting 		
SEPTEMBER 23 <i>BOARD MTG</i>	A Shared Story: Background and Understanding of Current Position	Test for Concurrence; no formal adoption required	Draft of Crossroads B&U
OCTOBER 4 <i>COMMITTEE MTG</i>	<ul style="list-style-type: none"> Review CCS BOD Quarterly Data Story Indicators and 2028 Targets Calculate the required/expected annual rate of growth (Academic Performance Committee or Hensel?) 		
OCTOBER 18 <i>COMMITTEE MTG</i>	<ul style="list-style-type: none"> Prepare for Board rate of growth discussion Prepare “position statement” indicating Board intent about growth 		
OCTOBER 28	Our Current and Desired Rate of Growth	30-min discussion	Growth at Crossroads, the region, the state: data and implications

<p>NOVEMBER 1 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Review a CCS BOD Quarterly Data Story-aligned matrix for examining Board leadership, potential collaborations, and or partnerships 		
<p>NOVEMBER 15 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Prepare an assessment of Leadership Implications for the Board and for community collaboration. 		
<p>NOVEMBER 18</p>	<p>Leadership implications of our Expectations for Student Achievement Growth – Board, Charter Sector, Ecosystem</p>	<p>20-min discussion</p>	<p>Examination of board, collaborative, and cooperative relationships</p>
<p>NOVEMBER 29 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Review a CCS BOD Quarterly Data Story-aligned matrix for examining School Executive leadership, potential school partnerships or mergers, or charter sector changes 		
<p>DECEMBER 13 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Prepare an assessment of Leadership Implications for the Executive and for school-charter sector structural changes. 		
<p>JANUARY 10 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Prepare an assessment of Leadership Implications for the Executive and for school-charter sector structural changes. 		
<p>JANUARY 27</p>	<p>Leadership implications of our Expectations for Student Achievement Growth – Schools and School System</p>	<p>30-min discussion; Test for Concurrence</p>	<p>Delineation of the leadership skills and attributes necessary for future success</p>
<p>JANUARY 31 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Application of leadership and value matrices to CCS specific collaboration, merger, or partnership options Scenarios and recommendations for Board consideration 		
<p>FEBRUARY 14 <i>COMMITTEE MTG</i></p>	<ul style="list-style-type: none"> Application of leadership and value matrices to CCS specific collaboration, merger, or partnership options Scenarios and recommendations for Board consideration 		

FEBRUARY 24

Structural and Leadership Options:
Features, Benefits, Consequences
(intended and unintended)

30-min
discussion;
Adopt a Board
direction or
preference

Options and impacts
for organizational
scenarios

Background and Understanding of Crossroads Charter Schools

Fall 2024

The Principle of Sankofa:

In order to understand our present and ensure our future we must know our past.”

Introduction

Crossroads Charter Schools in Kansas City, Missouri, was established to address the growing need for quality education in the heart of the city. Founded in the early 2000s, the school was born from a community-driven initiative, aiming to provide a rigorous and engaging educational environment amidst a backdrop of underperforming public schools. The founders, a group of educators and community leaders, were united by a vision to create a school that could serve as a model of educational excellence and innovation. They were particularly focused on combining academic rigor with a strong emphasis on arts and project based learning, ensuring that students from all backgrounds could thrive in a modern learning environment.

As the school evolved, it quickly distinguished itself by its commitment to high academic standards and a unique curriculum that integrated real-world learning with a strong cultural foundation. Crossroads Charter Schools became known for its project-based learning approach, where students actively engage with the community and apply their learning to solve real-world problems. The downtown location of the school made it possible to utilize the city’s resources, including museums, libraries, and businesses, as extended classrooms. This approach not only enhanced the educational experience but also instilled in students a strong sense of community and civic responsibility.

Today, Crossroads Charter Schools stands as a beacon of success in the Kansas City educational landscape. It has expanded to include multiple campuses, each adhering to the core principles of equity, innovation, and excellence. The school’s impact is evident not only in its academic achievements but also in its contribution to community revitalization and its role in shaping future leaders. As Crossroads Charter Schools continues to grow, it remains focused on its mission to inspire and prepare students to build a better tomorrow, ensuring that it keeps pace with the evolving educational needs and continues to serve as a cornerstone of opportunity and excellence in Kansas City.

Mission and Vision

Crossroads Charter Schools prepare and inspire students to build a better tomorrow by providing an academically rigorous PreK-12 education in a creative, collaborative, community-focused environment. Supported by a vision of becoming Kansas City's premier school system, the school aims to produce graduates who are scholarly, culturally literate, and service-oriented, poised to make a significant impact on their families, communities, and the world.

Core Values

Embedded deeply in the educational philosophy of Crossroads Charter Schools are its core values of Equity, High Expectations, Real-World Learning, and Creative Culture. These values are pivotal in creating an inclusive environment where students from diverse backgrounds thrive, promoting a culture of academic excellence and accountability.

The Crossroads Community

Over the years, Crossroads Charter Schools have experienced significant growth and transformation in both their student demographics and academic achievements. As of the 2023-2024 academic year, the student body has expanded to 1,086 students, reflecting a diverse composition that includes approximately 30% White, 40% Black or African American, 17% Hispanic or Latino, 10% Multi-Racial, 3% Asian, and a small percentage of Native American students. This demographic mix highlights the school's commitment to serving a wide range of communities within Kansas City.

A significant portion of the student population, around 60%, qualifies for free or reduced lunch, indicating that many students come from economically disadvantaged backgrounds. Despite these challenges, Crossroads Charter Schools have continued to make strides in academic excellence and opportunity.

Strengths and Wins

As a standout in Missouri's charter education scene, Crossroads Charter Schools is noted for its:

- **Academic Excellence:** Demonstrating high academic performance, Crossroads Charter Schools students consistently outperform their peers in traditional schools, highlighting the effectiveness of the school's rigorous academic standards and commitment to high expectations.
- **Equitable Learning Environment:** The school's commitment to equity ensures that all students, especially those from diverse or disadvantaged backgrounds, receive the necessary support to excel academically.
- **Real-World Learning Opportunities:** Through project-based learning and local explorations, students tackle real-world problems, nurturing a strong love for learning and preparing them for future challenges.
- **Creative Culture:** The academy fosters a culture where creativity and critical thinking are paramount, encouraging both students and teachers to explore innovative problem-solving methods.

Specific Academic Performance Data

In recent years, the school has seen varied academic performance. The MAP Performance Index data reveals fluctuations in student achievement across different content areas, particularly influenced by the COVID-19 pandemic. For instance, in English Language Arts (ELA), the MAP scores dropped from 348 in 2018 to a low of 293 in 2022 before beginning to recover to 296 in

2023. Similarly, Math scores decreased significantly from 294 in 2018 to 223 in 2021, with a slight recovery to 224 by 2023. Science scores, which were first recorded in 2019 at 306, saw a decline to 244 in 2021 and a recovery to 253 in 2023.

The longitudinal proficiency data shows a similar trend, with ELA proficiency rates falling from 51% in 2018 to 30% in 2022, before a modest improvement to 33% in 2023. Math proficiency experienced a sharp decline from 36% in 2018 to 19% in 2021, reflecting the pandemic's impact, but saw a gradual recovery to 23% in 2023. Science proficiency data also reflects this trend, with scores dropping from 40% in 2019 to 21% in 2021, then climbing back to 25% in 2023.

Despite these challenges, the school has celebrated several academic achievements. In 2024, Crossroads Charter Schools' graduating class earned over \$700,000 in scholarships. Additionally, several students received the Missouri Seal of Biliteracy, recognizing their proficiency in multiple languages. The school also offers advanced learning opportunities, such as dual credit courses with local universities (UMKC and MCC), which allow students to earn college credits while still in high school.

The school emphasizes professional development for its teachers, with 51% holding master's degrees, and maintains an average student attendance rate of 86%, underscoring a commitment to academic engagement and growth. Through these efforts, Crossroads Charter Schools aim to foster a scholarly, culturally aware, and service-oriented student body prepared to impact their families, community, and the world positively.

Overall, while recent years have posed significant challenges, Crossroads Charter Schools continue to recover and make progress, focusing on overcoming the academic setbacks brought about by the pandemic and striving to exceed pre-pandemic levels of achievement.

Crossroads Charter Schools vs. KCPS Averages on Academics

English Language Arts (ELA)

- **Crossroads Charter Schools:** The performance in ELA for Crossroads Charter Schools has seen fluctuations, particularly around the pandemic period. The MAP Performance Index scores for ELA at Crossroads dropped from 348 in 2018 to 293 in 2022, with a slight recovery to 296 in 2023. Similarly, the percentage of students proficient in ELA declined from 51% in 2018 to 30% in 2022, before recovering to 33% in 2023.
- **KCPS Average:** The KCPS district averages also reflect a downward trend in ELA performance over the same period. In 2018, approximately 32% of KCPS students were proficient in ELA, which dropped to about 22% by 2021 and remained around this level in 2022. Although the recovery in 2023 is yet to show significant improvement, the overall trend shows that KCPS struggled to maintain pre-pandemic proficiency levels.

Comparison: Crossroads Charter Schools have consistently outperformed the KCPS average in ELA. Despite declines during the pandemic, Crossroads managed a modest recovery in 2023, achieving a 33% proficiency rate compared to KCPS's rate of around 22%.

Mathematics

- **Crossroads Charter Schools:** Crossroads experienced a notable decline in Mathematics scores, with MAP Performance Index scores dropping from 294 in 2018 to 223 in 2021. Although there was a slight recovery to 224 in 2023, the overall proficiency rate in Mathematics fell sharply from 36% in 2018 to a low of 19% in 2021, recovering slightly to 23% in 2023.
- **KCPS Average:** KCPS also faced a decline in Math performance, with proficiency rates falling from around 23% in 2018 to about 12% in 2021. By 2022, KCPS saw a marginal increase to 13%, remaining significantly lower than Crossroads' rates.

Comparison: Crossroads Charter Schools have consistently achieved higher Math proficiency rates than the KCPS average. Even during the most challenging periods, Crossroads' rate of 23% in 2023 exceeded KCPS's rate of around 13%.

Science

- **Crossroads Charter Schools:** The MAP scores for Science at Crossroads began at 306 in 2019, dropping to 244 in 2021, before showing some recovery to 253 in 2023. Proficiency rates also saw a decline, starting at 40% in 2019, falling to 21% in 2021, and recovering slightly to 25% in 2023.
- **KCPS Average:** For KCPS, Science proficiency rates were also low, starting at around 18% in 2019 and dropping to 10% by 2021, with only a marginal improvement to 11% by 2023.

Comparison: Crossroads Charter Schools have outperformed KCPS in Science, with a proficiency rate of 25% in 2023, more than double KCPS's rate of 11%. While both institutions have faced challenges in this subject, Crossroads has shown a stronger recovery.

Overall, Crossroads Charter Schools have consistently performed better than the KCPS average across all subjects, including ELA, Math, and Science. While both entities experienced declines in performance during the pandemic, Crossroads has demonstrated resilience with signs of recovery that surpass KCPS levels. This suggests that Crossroads Charter Schools are maintaining a more robust academic standing relative to the district average, despite the shared challenges posed by recent disruptions.

Challenges in Charter and Public Education in Missouri

- **Funding Issues:** Despite their successes, Kansas City charter schools often struggle with inadequate funding. For years they typically receive less per-pupil funding than traditional public schools, especially when adjusted for parental supports and giving in suburban schools, and frequently face challenges in financing facilities and other capital expenses. More importantly, core school funding in Missouri is inadequate to address the developmental needs of children facing persistent poverty.
- **Regulatory Hurdles:** Navigating the regulatory landscape can be challenging for charter schools, as they must balance innovation with accountability to charter authorizers and state educational standards. The freedom to innovate that was expected early in the charter school movement has been constricted over the past two decades.

- **Performance Variability:** There is significant variability in the performance of charter schools, with some failing to meet expected educational outcomes. This variability can impact public perception and support for the charter school movement in general.
- **Expansion and Scalability:** Geographic limitations and the cap on the number of charter schools initially restricted their expansion within Missouri. Although recent legislative changes have allowed for more growth, scaling up successful models remains a challenge. Exploring partnerships, consolidations, collaborations, and structural realignments that leverage key learnings for delivering effective instruction as well as for adding cost efficiencies have gone largely unexplored for more than two decades

Aspirations for the Next Five Years

Academics:

- **College Acceptance:** Aim for 100% of seniors to be accepted into college, indicating college readiness.
- **Scholarships:** Secure \$500K or more in scholarship funding for seniors, highlighting student achievement and support for college-bound students.
- **Market Value Assets:** Ensure 75% of seniors earn a Market Value Asset, reflecting college and career readiness.
- **Real World Learning (RWL) Experiences:** Each student should participate in at least two RWL experiences annually, fostering college and career exposure.
- **Student Showcases:** Organize two events per student to showcase their work, strengthening community connection.
- **Growth Metrics:** Target 0.5 average growth in NWEA ELA and Math assessments, and 70% of students outperforming in ANet ELA and Math, reflecting academic progress.
- **GPA and Mastery:** Maintain an average GPA of 2.5 for 9th-12th grades and 90% mastery of standards in K-8, indicating overall student achievement.

Diversity and Equity:

- **Representation:** Match staff diversity to the 60% of students identifying as people of color to increase achievement and college entrance rates.
- **Support Services:** Keep Special Education qualification below 10% and ensure 5% of English Language Learners test out, demonstrating effective support services.
- **Free and Reduced Lunch:** Maintain 60% qualification to indicate diversity and support needs.
- **Suspensions:** Decrease out-of-school suspensions by 20%, promoting equity and a positive school culture.

Engagement and Satisfaction:

- **Attendance and Enrollment:** Achieve 90% average daily attendance and maintain enrollment at 1,101 students, indicating engagement and satisfaction.
- **Retention:** Aim for 80% student retention and 75% staff retention from the previous year, reflecting satisfaction and stability.

- **Extracurricular Participation:** Target 50% participation in extracurricular activities to promote involvement and a positive school culture.
- **Community Engagement:** Increase volunteer hours by 20%, host four parent events, and provide 10 hours of training for parent leaders.

Sustainability:

- **Staffing:** Keep open positions below 5% and ensure 100% of teachers are state-certified to maintain staff sustainability and quality.
- **Financial Health:** Secure \$1.6M in grants/donations and grow reserves to 15% by 2027

These goals reflect the school's commitment to academic excellence, diversity, engagement, and sustainability, aligning with the overall mission and vision to inspire and prepare students for future success.

Overall Positioning Statement

Crossroads Charter Schools embodies the transformative potential of charter schools to offer high-quality, innovative education. The school's academic achievements underscore its commitment to excellence and equity, even as it navigates the complexities of the educational landscape in Missouri. As Crossroads Charter Schools continues to advance, it remains focused on bridging performance gaps and enhancing its educational offerings, striving to fulfill its mission and vision for the future.

Strategic Levers for Consideration

Based on the background and understanding of Crossroads Charter Schools, these five broad recommendations may be useful for the board to consider:

1. Strengthen Academic Recovery and Growth Initiatives

Given the recent fluctuations in student achievement across different content areas, it is essential to bolster academic recovery strategies. This could include:

- Expanding personalized learning programs and targeted interventions for students who are struggling, particularly in core subjects like ELA, Math, and Science.
- Increasing the frequency and depth of professional development for teachers to equip them with innovative instructional strategies tailored to the current needs of students.
- Leveraging data-driven approaches to monitor progress more closely and adjust teaching strategies in real-time to maximize student outcomes.

2. Enhance Real-World Learning Opportunities

Crossroads Charter Schools has a strong foundation in project-based learning and community engagement. To further capitalize on this:

- Expand partnerships with local businesses, cultural institutions, and community organizations to provide students with more diverse and hands-on learning experiences.
- Develop new programs that integrate academic learning with career exploration, especially in areas like technology, arts, and civic engagement, to prepare students for a rapidly changing job market.
- Create a mentorship network connecting students with professionals from various fields to foster career readiness and provide real-world insights.

3. Promote Equity and Inclusion in All School Activities

Given the diverse demographics of Crossroads Charter Schools, reinforcing equity and inclusion should remain a top priority:

- Implement programs and initiatives that address the unique needs of economically disadvantaged students, including increased access to resources, academic support, and extracurricular opportunities.
- Continue to foster a culturally responsive teaching environment where diversity is celebrated, and all students feel represented and valued.
- Regularly review and update school policies and practices to ensure they are inclusive and equitable for all members of the school community.

4. Focus on Sustainable Funding and Resource Allocation

Addressing funding challenges is crucial to sustaining the school's growth and impact:

- Advocate for more funding at the state and local levels to ensure that Crossroads Charter Schools receives public funds that are more commensurate with the known costs of meeting the learning needs of our students..
- Explore additional revenue streams, such as grants, partnerships, and fundraising campaigns, to support academic programs, capital expenses, and facility needs.
- Consider cost-efficiency measures and potential collaborations with other charter schools or community organizations to maximize resource allocation without compromising educational quality.

5. Expand Strategic Partnerships and Community Engagement

Crossroads Charter Schools's location and community ties present an opportunity to deepen its impact:

- Strengthen partnerships with local universities (like UMKC and MCC) to expand dual credit opportunities and provide advanced learning experiences for high school students.
- Consider possible mergers or collaborations within, and outside, the charter school network. Examine opportunities that add value to achievement outcomes, rate of growth, or operational efficiency.

- Engage more deeply with parents, alumni, and community stakeholders to foster a sense of shared responsibility and support for the school's mission and vision.
- Launch community service projects that involve students, parents, and staff, reinforcing the school's commitment to civic responsibility and community engagement.

These recommendations aim to build on the existing strengths of Crossroads Charter Schools while addressing key challenges to enhance its educational impact and sustainability in the coming years.

Coversheet

August Check Register

Section: IV. Finance
Item: A. August Check Register
Purpose: Vote
Submitted by:
Related Material: August 2024 Check Register.pdf

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83781374	08/28/2024	X			OFFICEPROD	OFFICE PRODUCTS ALLIANCE	444.90
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83781376	08/28/2024	X			QUALITY	QUALITY STAFF LEASING INC.	289.99
83781378	08/28/2024	X			SOLI	SOLI AND SOLI INC	406.00
83781379	08/28/2024	X			K12ITC	K12 ITC, INC.	26,253.27
83781553	08/28/2024	X			AMAZON	AMAZON	48.95
83781554	08/28/2024	X			ATRONIC	ATRONIC ALARMS INC	70.00
83781555	08/28/2024	X			AMAZON	AMAZON	84.95
83781556	08/28/2024	X			ATRONIC	ATRONIC ALARMS INC	120.00
83781557	08/28/2024	X			ATRONIC	ATRONIC ALARMS INC	155.00
83781558	08/28/2024	X			LANEYLISA	Lisa Laney	1,475.00
83781559	08/28/2024	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	2,325.00
83781560	08/28/2024	X			PROJECT	CCPROJECT LEAD THE WAY, INC	5,400.00
83781561	08/28/2024	X			UICS	UNITED INNER CITY SERVICES	13,707.70
83781562	08/28/2024	X			EDOPS	EdOps	15,525.00
83781563	08/28/2024	X			BISTCOR	BIST / Cornerstones of Care	17,000.00
83781564	08/28/2024	X			AMAZON	AMAZON	168.68
83781565	08/28/2024	X			INDUSTRYSP	Industry Specific Solutions	5,880.00
83781566	08/28/2024	X			AMAZON	AMAZON	450.06
83781567	08/28/2024	X			AMAZON	AMAZON	882.39
83781568	08/28/2024	X			AMAZON	AMAZON	911.67
83781569	08/28/2024	X			AMAZON	AMAZON	7,235.61
83789758	08/30/2024	X			UPPERROOM	UPPER ROOM, INC.	145,126.03
83789759	08/30/2024	X			OPERBREAK	OPERATION BREAKTHROUGH	61,374.96
Checking Account ID: 13					Void Total:	0.00	Total without Voids: 717,658.45
Check Type Total: Check					Void Total:	0.00	Total without Voids: 717,658.45
Payee Type Total: Vendor					Void Total:	0.00	Total without Voids: 902,388.19
Grand Total:					Void Total:	0.00	Total without Voids: 902,388.19

Coversheet

Finance Committee Report

Section: IV. Finance
Item: B. Finance Committee Report
Purpose: Discuss
Submitted by:
Related Material: CCS - Monthly Presentation - August 2024.pdf



August 2024 Financials

PREPARED **SEP'24** BY



- **Executive Summary**
- **Key Performance Indicators**
- **State Revenue**
- **Forecast Overview**
- **Cash Forecast**
- **Key Forecast Changes This Month**
- **Appendix**

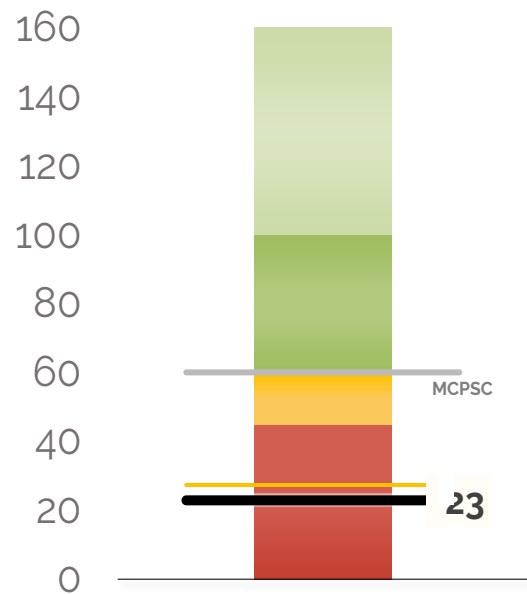
Executive Summary

- We are projecting August financials to be \$274k below budget, with an anticipated Net Operating Income of -76k.
- With the school year starting in September, the state revenue forecast remains unchanged. Enrollment and Average Daily Attendance (ADA) are on track with the budget. State Aid per Weighted Average Daily Attendance (WADA) rate is also projected to align with budget expectations. .
- CCS has revised its annual forecast for revenue for private grants and donations, and additional Federal grants.
- The expense forecast is currently exceeding budget mainly due to salaries, and a review is underway.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

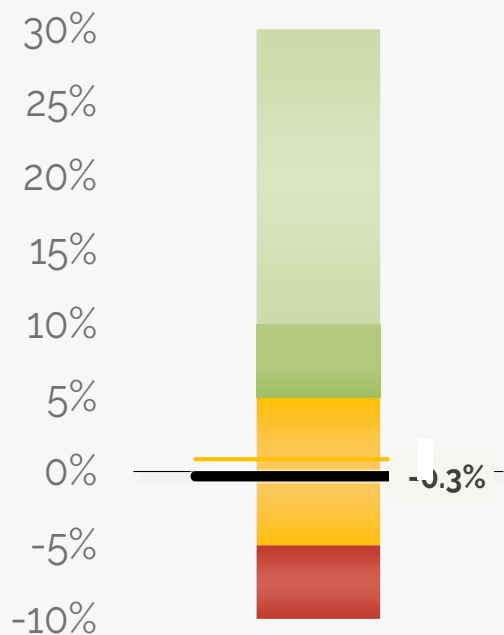


23 DAYS OF CASH AT YEAR'S END

The school will end the year with 23 days of cash. This is below the recommended 60 days, and 3 less day(s) than last month

Gross Margin

Revenue less expenses, divided by revenue

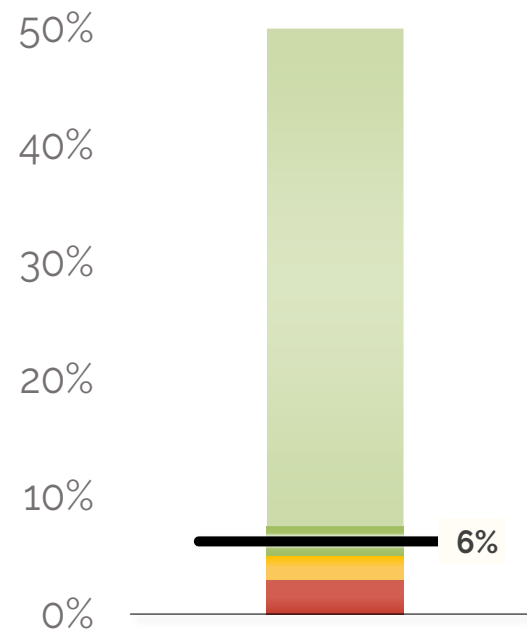


-0.3% GROSS MARGIN

The forecasted net income is -\$76k, which is \$274k below the budget. It yields a -0.3% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses

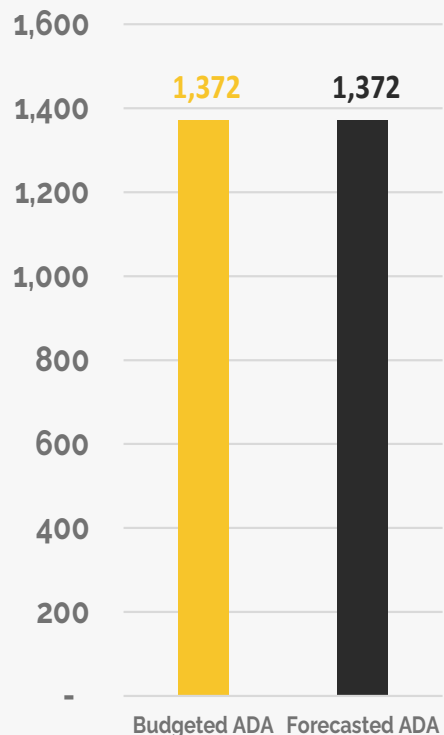


6.21% AT YEAR'S END

The school is projected to end the year with a fund balance of \$1,481,438. Last year's fund balance was \$1,557,785.

State Revenue

Student Expectations



The school now forecasts 1372 students for SY24-25. The budget target was 1372.

	Current Forecast	SY24-25 Budget	Difference	Financial Gain / (Loss)
Enrollment	1059	1069	-10	
Attendance	86.0%	85.7%	0.3%	
Total ADA	1372	1372	0	
Regular Term PK	10	10	0	
Regular Term K-12	897	897	0	
Summer	464	464	0	
FRL Count	487	482	5	
FRL Weight	64	64	0	
IEP Count	133	132	1	
IEP Weight	0	0	0	
LEP Count	105	105	0	
LEP Weight	46	46	0	
WADA	1481	1481	0	
Per WADA Payment	\$12,443	\$12,443	0	
State Aid	\$18.2M	\$18.2M	\$0.0	

Forecast Overview

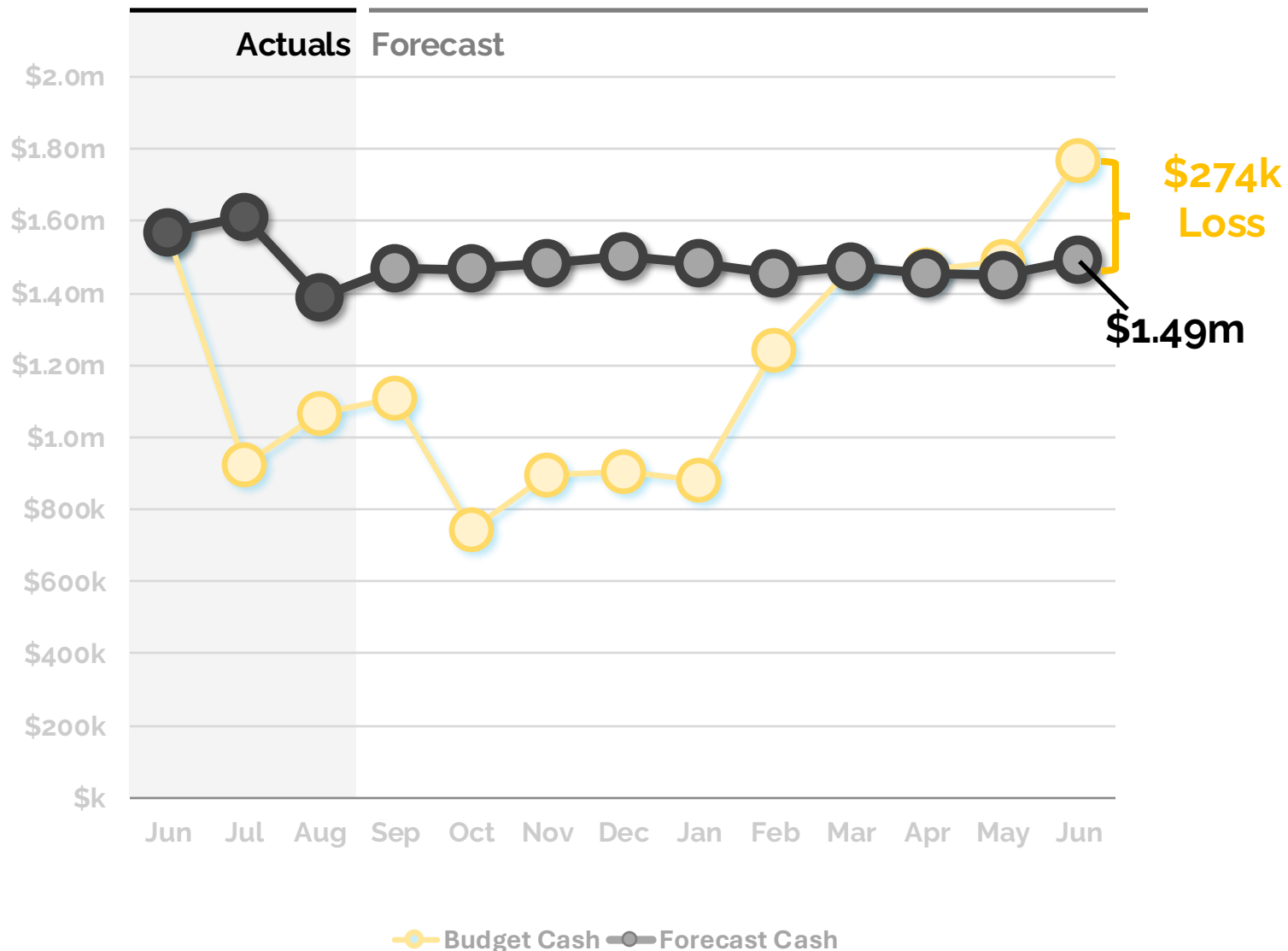
	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$23.8m	\$23.8m	\$18k	+18k	The donations plan has been reduced by \$29k, and the federal grant has been updated.
Expenses	\$23.9m	\$23.6m	-\$291k	-291k	The annual forecast exceeds budget, primarily due to salaries/benefits. This detail is under review.
Net Income	-\$76k	\$197k	-\$274k	-274k	

Cash Forecast

23 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$1.5m**, **\$274k** below budget.

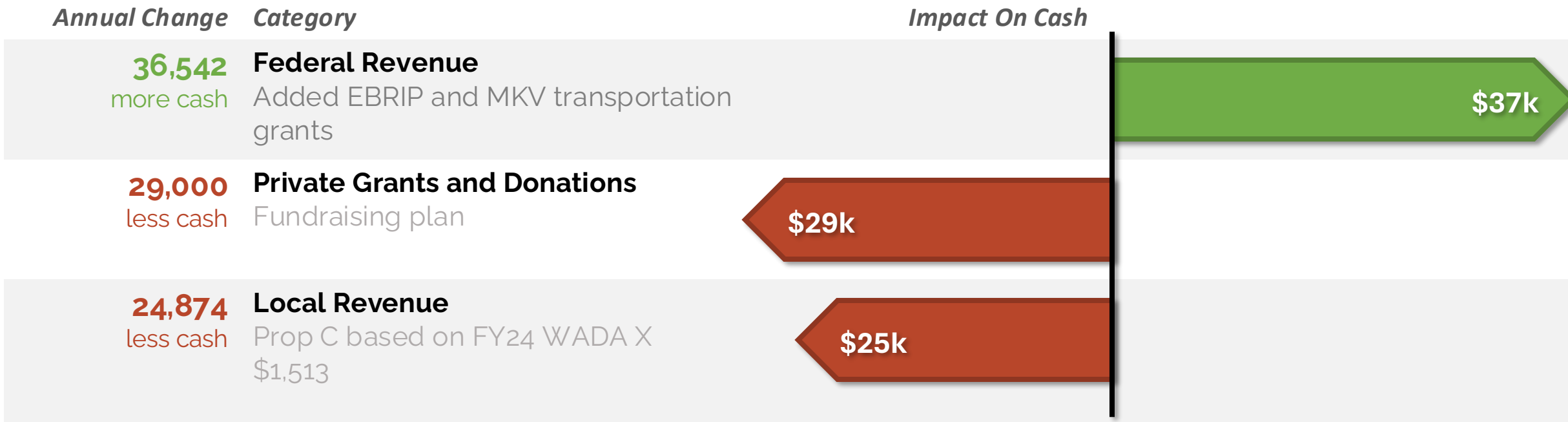
CCS is actively monitoring spending and cash controls, as cash reserves are currently in a critical state.



Key Forecast Changes This Month (1/2)



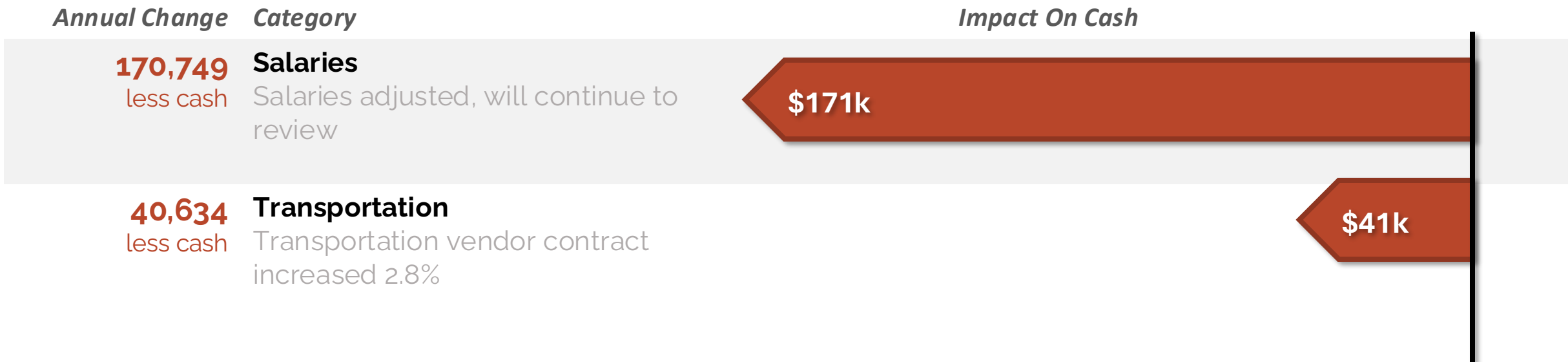
The August forecast **decreased** the year-end cash expectation by \$230k. Key revenue changes:



Key Forecast Changes This Month (2/2)



The August forecast **decreased** the year-end cash expectation by \$230k. Key expense changes:





QUESTIONS?

Please contact your EdOps Finance Team:

Anne Nichols

anichols@ed-ops.com

816-985-5144

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	<i>Actual</i>	<i>Budget</i>	<i>Variance</i>	<i>Forecast</i>	<i>Budget</i>	<i>Variance</i>	<i>Remaining</i>	<i>Rem %</i>
Revenue								
Local Revenue	454,564	371,531	83,033	2,079,228	2,104,101	(24,874)	1,624,664	78%
State Revenue	2,327,637	2,695,841	(368,204)	19,004,361	19,004,361	(0)	16,676,724	88%
Federal Revenue	102,754	30,000	72,754	1,500,118	1,435,601	64,517	1,397,364	93%
Private Grants and Donations	6,170	25,000	(18,830)	1,171,000	1,200,000	(29,000)	1,164,830	99%
Earned Fees	12,591	-	12,591	38,455	31,500	6,955	25,864	67%
Total Revenue	2,903,716	3,122,372	(218,656)	23,793,161	23,775,563	17,598	20,889,445	1
Expenses								
Salaries	1,450,263	1,551,705	101,442	9,463,569	9,285,321	(178,249)	8,013,306	85%
Benefits and Taxes	458,748	478,992	20,244	2,880,837	2,873,953	(6,884)	2,422,089	84%
Staff-Related Costs	29,628	16,816	(12,812)	100,895	100,895	0	71,267	71%
Rent	19,471	29,468	9,997	165,900	165,900	0	146,429	88%
Occupancy Service	266,288	258,697	(7,591)	1,613,286	1,552,183	(61,103)	1,346,998	83%
Student Expense, Direct	582,866	1,010,724	427,858	6,064,346	6,064,346	(0)	5,481,480	90%
Student Expense, Food	7,885	-	(7,885)	600,780	600,780	(0)	592,895	99%
Office & Business Expense	228,374	148,469	(79,905)	913,138	898,814	(14,324)	684,764	75%
Transportation	-	-	-	1,594,334	1,563,700	(30,634)	1,594,334	100%
Total Ordinary Expenses	3,043,524	3,494,872	451,348	23,397,086	23,105,892	(291,194)	20,353,562	87%
Interest	78,838	78,737	(100)	472,423	472,423	0	393,585	83%
Total Extraordinary Expenses	78,838	78,737	(100)	472,423	472,423	0	393,585	83%
Total Expenses	3,122,361	3,573,609	451,248	23,869,509	23,578,315	(291,194)	20,747,147	2
Net Income	(218,645)	(451,237)	232,592	(76,347)	197,248	(273,596)	142,298	3
Cash Flow Adjustments	38,891	-	38,891	0	-	0	(38,891)	
Change in Cash	(179,754)	(451,237)	271,483	Powered by BoardOnTrack	7,248	(273,596)	103,407	

1 REVENUE: \$18K AHEAD


2 EXPENSES: \$291K BEHIND

3 NET INCOME: \$274K behind

Income Statement	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>TOTAL</i>
Revenue													
Local Revenue	238,938	215,626	162,466	162,466	162,466	162,466	162,466	162,466	162,466	162,466	162,466	162,466	2,079,228
State Revenue	1,156,527	1,171,110	1,666,286	1,666,286	1,666,286	1,666,286	1,666,286	1,678,359	1,666,286	1,666,286	1,668,074	1,666,286	19,004,361
Federal Revenue	44,422	58,332	186,362	130,199	151,082	152,455	114,540	114,540	152,455	114,540	114,540	166,650	1,500,118
Private Grants and Donations	5,917	253	116,483	116,483	116,483	116,483	116,483	116,483	116,483	116,483	116,483	116,483	1,171,000
Earned Fees	5,812	6,779	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	38,455
Total Revenue	1,451,616	1,452,100	2,134,184	2,078,021	2,098,904	2,100,277	2,062,362	2,074,435	2,100,277	2,062,362	2,064,150	2,114,472	23,793,161
Expenses													
Salaries	721,143	729,121	801,331	801,331	801,331	801,331	801,331	801,331	801,331	801,331	801,331	801,331	9,463,569
Benefits and Taxes	215,311	243,437	243,296	243,296	243,296	243,296	243,296	243,296	243,296	243,514	237,635	237,865	2,880,837
Staff-Related Costs	4,364	25,264	7,127	7,127	7,127	7,127	7,127	7,127	7,127	7,127	7,127	7,127	100,895
Rent	17,289	2,182	14,643	14,643	14,643	14,643	14,643	14,643	14,643	14,643	14,643	14,643	165,900
Occupancy Service	68,972	197,315	134,700	134,700	134,700	134,700	134,700	134,700	134,700	134,700	134,700	134,700	1,613,286
Student Expense, Direct	279,465	303,401	548,148	548,148	548,148	548,148	548,148	548,148	548,148	548,148	548,148	548,148	6,064,346
Student Expense, Food	7,885	0	59,289	59,289	59,289	59,289	59,289	59,289	59,289	59,289	59,289	59,289	600,780
Office & Business Expense	68,083	160,291	67,247	67,247	67,247	67,247	67,247	87,747	67,247	67,247	64,364	61,923	913,138
Transportation	0	0	133,433	162,322	162,322	162,322	162,322	162,322	162,322	162,322	162,322	162,322	1,594,334
Total Ordinary Expenses	1,382,513	1,661,011	2,009,214	2,038,103	2,038,103	2,038,103	2,038,103	2,058,603	2,038,103	2,038,321	2,029,559	2,027,347	23,397,086
Operating Income	69,103	-208,911	124,969	39,918	60,801	62,174	24,259	15,832	62,174	24,041	34,591	87,125	396,076
Extraordinary Expenses													
Interest	39,419	39,419	39,359	39,359	39,359	39,359	39,359	39,359	39,359	39,359	39,359	39,359	472,423
Total Extraordinary Expenses	39,419	39,419	39,359	39,359	39,359	39,359	39,359	39,359	39,359	39,359	39,359	39,359	472,423
Total Expenses	1,421,932	1,700,430	2,048,573	2,077,462	2,077,462	2,077,462	2,077,462	2,097,962	2,077,462	2,077,680	2,068,918	2,066,706	23,869,509
Net Income	29,684	-248,330	85,611	559	21,443	22,815	-15,100	-23,526	22,815	-15,318	-4,768	47,766	-76,347
Cash Flow Adjustments	12,676	26,215	-3,889	-3,889	-3,889	-3,889	-3,889	-3,889	-3,889	-3,889	-3,889	-3,889	0
Change in Cash	42,360	-222,114	81,722	-3,330	17,553	18,926	-18,989	-27,416	18,926	-19,207	-8,657	43,877	-76,347
Ending Cash	1,610,616	1,388,502	1,470,224	1,466,894	1,484,447	1,503,373	1,484,385	1,456,969	1,475,895	1,456,688	1,448,032	1,491,909	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	1,568,256	1,388,502	1,491,909
Accounts Receivable	1,600	0	1,600
Total Current Assets	1,569,856	1,388,502	1,493,509
Total Assets	1,569,856	1,388,502	1,493,509
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	12,071	49,362	12,071
Total Current Liabilities	12,071	49,362	12,071
Total Long-Term Liabilities	0	0	
Total Liabilities	12,071	49,362	12,071
Equity			
Unrestricted Net Assets	1,557,785	1,557,785	1,557,785
Net Income	0	-218,645	-76,347
Total Equity	1,557,785	1,339,140	1,481,438
Total Liabilities and Equity	1,569,856	1,388,502	1,493,509


Forecast History of June 30, 2025 Cash Balance

<i>Source</i>	<i>Days of Cash at 6/30/25</i>	<i>Change</i>	<i>Description of change</i>
Budget	27		From SY24-25Budget
Jul	26	-1	
 Aug	23	-4	Salary Updates, will confirm new positions & vacancies
Sep			
Oct			
Nov			
Dec			
Jan			
Feb			
Mar			
Apr			
May			
Jun			

Coversheet


Development Committee Report

Section: V. Development
Item: A. Development Committee Report
Purpose: Discuss
Submitted by:
Related Material: Crossroads Charter Schools Annual Development Plan FY25.pdf



Crossroads Charter Schools

2024-2025 Annual Development Plan



Contributed Revenue Overview

Crossroads Charter Schools are rising above the challenges of the past few years to fulfill the mission of the district. The contributed revenue goal, 1.6 million annually, translates from dollars to Real World Learning; utilizing the city and environment as a classroom in lieu of classroom textbook learning.

While the district receives revenue from local, state, and federal sources respectively, private funding is needed to ensure the quality that the community champions and the mission that the district imbues.



Development Activities Overview

GRANTS- Goal \$1,200,000

Schedule- Ongoing Annual and Multi-year grant submissions

DESE Competitive Grants, Private Foundations

Grants Team

- Lea Petrie, Development Manager- Grant advisor, writer and reporter, researcher, administration and tracking
- Lisa Laney, Grant Writer Contractor- Grant writer and reporter, researcher
- Tysie McDowell, Superintendent- Grant advisor
- Karis Parker, Chief Academic Officer- Grant advisor
- Maria Dickson- Marketing and Communications Manager- Grant administrator (transition)
- LaTresse Yarbough, Chief Financial Officer- Grant accounting, invoicing, and tracking



Development Activities Overview

CORPORATE - Goal \$40,000

Corporate Business Trailblazers Giving Force (The Business "Blazers") NEW!
Starts at \$500 a no-barriers entry point, still in development

Scheduled campaigns- October - December, February- June

Sponsorship- \$10,000 (another \$20,000 is included in special events)

Proposals will go out in May, August, September for the Spring and upcoming year



Development Activities Overview

INDIVIDUAL GIVING - \$103,000

Annual Fund- Alumni and Alumni Parents, Current Parents

Campaigns Scheduled for November- December, April- May

MAJOR GIVING

Ongoing with efforts from the newly formed Development Committee

Major Gift = Gifts of \$5,000+



Development Activities Overview

EVENTS goal \$175,000

DREAMING BIG \$125,000 (October)

DISTRICT ART SHOW- \$12,000 (May)

NEW!

ALUMNI Fund for Thriving Futures - ART AUCTION \$28,000 (May)

Garden Party- \$10,000 Early Spring (April)

Contributed Revenue Overview



A Healthy Revenue Source Goal Breakdown

10% major donors = 60% of goal or \$960,000.00
20% midrange donors = 20% of goal or \$320,000.00
70% lower level donors = 20% of goal or \$320,000.00
\$1,600,000.00

Largest gift should not be less than \$160,000-\$200,000 annually

Gift Ranges



\$960,000 includes ranges of \$160,000-\$400,000

Major Giving through foundations and high net-worth individuals

Need to identify 20 solid prospects with affinity and capacity for public education to achieve this

Method for Individuals and Family Foundations

- Introductory visit in home or office
- Invitation to tour the schools and be invited to a luncheon
- Send proposal
- Follow up

Foundation Grants will be identified, prepared and submitted according to guidelines

Gift Ranges



\$400,000 includes major gift ranges of \$40,000-\$100,000

Also Major Giving through foundations, some corporations and high net-worth individuals

Need to identify 45 solid prospects with affinity and capacity for public education to achieve this

Method for Individuals, Corporations, and Family Foundations

- Introductory visit in home or office
- Invitation to tour the schools and be invited to a luncheon
- Send proposal
- Follow up

Some of this revenue could come in through gala sponsorships

Gift Ranges



\$200,000 includes midrange gift ranges of \$12,500-\$40,000

Through foundations, some corporations and individuals

Need to identify 90 solid prospects with affinity and capacity for public education to achieve this goal

Grants will be identified and prepared according to guidelines

Individuals will be solicited through the major gift methodology but may only require a letter proposal and follow up

Some of this revenue could come in through gala sponsorships

Gift Ranges



The remaining \$40,000 would be considered annual fund giving and be brought in primarily through individuals and Foundations

Need to identify 110 solid prospects with affinity and capacity for public education to achieve this goal

Grants will be identified and prepared according to guidelines

Individuals will be solicited through a letter writing campaign twice a year and at pivotal times like graduation, founding days, end of calendar year, etc.

Email will precede the letter and social media will boost awareness of the campaign

Some of this revenue could also come in through gala donations

Stewardship



It is just as important to say THANK YOU as it is to say PLEASE!

Here are some examples:

Thank you visits and coffees - just to say thank you

Tax and personal thank you letters

Annual Reports

If there is a giving circle, then some events and enhancements that are special

Video stewardship from the students

Card from students

Funding/Sponsorship Opportunity Examples



- Real World Learning Sponsor
- Teacher Wellbeing Sponsor
- Student Field Trips Sponsor
- Graduation Sponsor
- Building Sponsor
- Athletics Sponsor
- Art Show Sponsor

Attachments



With specific data, attachments would include:

- Prospect lists
- Grant calendar
- Dashboard
- Previous year comparisons
- Gala Planning Timeline
- Campaign Calendar with goals

Campaign Idea



Corporate Champions of Crossroads

Triple Cs

This is a group of business supporters of Crossroads between levels \$250 annually on up. We provide a morning networking event for all of businesses to take place at CPA and a chance to meet the CPA scholars of the near future work force and vice versa.

The solicitation would be a marketing pamphlet with giving levels and accompanying invitation to the morning networking event. Throughout the year, this group would get information about sponsoring Dreaming Big and other events that would be appropriate.

Recognition for these supporters would be present on our website and social media.

Crossroads is in a business district and one of the eligibility indicators is that one would receive priority if you work or live within the midtown/downtown boundaries of the district.

If we built this group up to 60 members at the lowest \$250 level, this would generate an additional \$15,000 annually.

HOW CAN I HELP? SO GLAD YOU ASKED!



AWARENESS
Talk up one cool thing about Crossroads everywhere you go. What makes you proud right now?

FUNDING
Leading a campaign Give...and Get Dreaming Big In-Kind

Securing a matching gift challenge

INPUT

After you have experienced the pieces of the puzzle to the left, How can we make our existing Fundraising programs more effective? What are people saying?

CONNECTIONS

Introductions
Provide insight
Invite People
Identify and secure Committee or Event Leadership

PARTICIPATION
Attend Meetings
Learning Walks
Networking Events
Crossroads Events Committees

Pitch IDEAS!



Something beautiful has happened over the last 15 years in Kansas City. The city is now full of viable education options with many different formats for scholarly excellence.

- One district stands out. Real World Learning, students from all over if their parents work in the downtown area or they live within State line to Prospect, 1st street to 39th Street
- Because it is a non-profit charter, many more individuals in the community can have a hand in the schools success
- Because of donors, we are able to provide the students with quality teachers and education opportunities
- I am a parent and choose to send my students to Crossroads. I love that my sons go to the Downtown Library for library time, Science City at Union Station for science - and they take the streetcar there. I love that the kids had swim lessons during the day at the YMCA down the street and have Gabe, his reading mentor.
- The teachers have gone above and beyond for my kids and connected me with resources that I haven't been able to access any other way. This is because people like yourselves believe in public education and invest in its success here at Crossroads.
- Come down and join me and Lea Petrie for a tour. I would love to show you around and introduce you to the friendly faces at all the schools - celebrate the graduates with me and know the from the moment you start to give, its impact lasts for the scholars entire time here.

HOW CAN I HELP?



IMMEDIATE NEEDS

INPUT ON BUSINESS TRAILBLAZERS GIVING FORCE

JOIN DEVELOPMENT COMMITTEE

CONNECTIONS- INTRODUCE ME!

MAKE YOUR ANNUAL GIFT TODAY! 100% Board Giving

FOLLOW UP WITH DREAMING BIG SPONSORS