



Crossroads Charter Schools

Crossroads Monthly Board Meeting

Date and Time

Monday March 30, 2026 at 5:00 PM CDT

Location

Crossroads Academy Quality Hill
1080 Washington St
Kansas City, MO 64105

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:00 PM
A. Call the Meeting to Order		Spark Bookhart	
B. Record Attendance		Spark Bookhart	1 m
C. Approve February Minutes	Approve Minutes	Spark Bookhart	1 m
D. Approve March Agenda	Vote	Spark Bookhart	1 m
E. Public Comment		Spark Bookhart	10 m
II. School Spotlight			5:13 PM

	Purpose	Presenter	Time
A. Kelsy Muenks- Quality Hill Academy Highlights	FYI	Kelsy Muenks	10 m
III. Educational Excellence			5:23 PM
A. RWL Student Ambassadors	FYI	Alexis Filippo	10 m
Yaya Grajales Falcon - 11th grade, RWL Student Voice Ambassador, Manual Tech multimedia student, MCC student			
Liam Marrocco - 11th grade, RWL Student Ambassador, University Health intern, MCC student, MCC Business Entrepreneurship			
B. Crossroads Prep Award- The PRiME Center at Saint Louis University	FYI	Tysie McDowell	2 m
C. District Staff and Student Awards Committees	Discuss	Tysie McDowell	5 m
IV. Finance			5:40 PM
A. February Check Register	Vote	Jillian Linn	2 m
B. February Financials	FYI	Latresse Yarbough	5 m
C. Draft Budget FY27	Discuss	Latresse Yarbough	10 m
V. Operations			5:57 PM
A. Transportation Update	FYI	Jose Leos	10 m
VI. Governance			6:07 PM
A. Board Member Recruitment Skills Matrix, BlaueKC Draft, General Recruitment Efforts	Discuss	Spark Bookhart	10 m
B. Closed Session Closed session pursuant to RSMo §610.021(1) to discuss legal actions, litigation, and privileged communications with counsel.	Discuss	Spark Bookhart	10 m
C. Crossroads/Citizens MOU	Vote	Spark Bookhart	5 m

	Purpose	Presenter	Time
VII. Closing Items			6:32 PM
A. Adjourn Meeting	FYI		

Coversheet

Approve February Minutes

Section: I. Opening Items
Item: C. Approve February Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Crossroads Monthly Board Meeting on February 23, 2026

APPROVED



Crossroads Charter Schools

Minutes

Crossroads Monthly Board Meeting

Date and Time

Monday February 23, 2026 at 5:00 PM

Trustees Present

C. Mitchell (remote), D. Charity (remote), J. Linn (remote), J. Schwartz (remote), L. Weekly (remote), P. Hardwick (remote), S. Bookhart (remote), W. King (remote)

Trustees Absent

J. Williams

Guests Present

Allyson Hile, J. Leos (remote), K. Parker (remote), L. Yarbough (remote), Nikki Bates, T. McDowell (remote)

I. Opening Items

A. Call the Meeting to Order

S. Bookhart called a meeting of the board of trustees of Crossroads Charter Schools to order on Monday Feb 23, 2026 at 5:02 PM.

B. Record Attendance

C. Approve Meeting Agenda

P. Hardwick made a motion to Approve the meeting agenda.

J. Schwartz seconded the motion.
The board **VOTED** to approve the motion.

D. Approve Minutes

C. Mitchell made a motion to approve the minutes from Crossroads Monthly Board Meeting on 01-26-26.
D. Charity seconded the motion.
The board **VOTED** to approve the motion.

II. Public Forum

A. Public Comments

No public comments

III. School Spotlight

A. Exceptional Learners

Niiki Bates, Exceptional Learners Director, shared information about our mental health programming

IV. Education

A. Sponsor Oversight Review 24-25

Allyson Hile, Director of Education Collaboration at KCPS, shared our 24-25 Oversight Review

V. Finance

A. November, December and January Check Register

P. Hardwick made a motion to Approve check registers for November, December, and January.
L. Weekly seconded the motion.
The board **VOTED** to approve the motion.

B. January Financials and Budget Update

Latresse Yarbough, Chief Finance Officer, shared our January Financials and gave a budget update.

C. Medicaid Direct Services Billing

Latresse Yarbough, Chief Finance Officer, requested board members' information for the Medicaid Direct Services Billing application.

VI. Governance

A. Charter School Board Draft Speed Dating Event

Carly Mitchell and Diane Charity shared information about the Blaque KC Board Draft Speed Dating event.

B. Transportation RFP

P. Hardwick made a motion to Allow the Crossroads executive team to enter into negotiations with First Student on the 3-year contract.

J. Linn seconded the motion.

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

C. Operations Key Performance Indicators

Jose Leos, Chief Operating Officer, shared key performance indicators for transportation, food service, and janitorial service vendors.

D. Bond Projects Update

Jose Leos, Chief Operating Officer, shared information about upcoming bond projects.

VII. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:45 PM.

Respectfully Submitted,
T. McDowell

Coversheet

Crossroads Prep Award- The PRiME Center at Saint Louis University

Section: III. Educational Excellence
Item: B. Crossroads Prep Award- The PRiME Center at Saint Louis University
Purpose: FYI
Submitted by:
Related Material: Crossroads-Preparatory-Academy-Math-Overall-1yr- Prime Award.pdf



PRiME CENTER

SAINT LOUIS UNIVERSITY

Better evidence, better policy, better schools

This PRiME Center Growth Award

is presented to

Crossroads Preparatory Academy

Crossroads Charter Schools

for exceptional student growth in

Mathematics

(Statewide Growth Award)

during the 2024-25 school year



Scan the QR code to learn more
about PRiME Center Growth Awards

Collin Hitt, Ph.D.

Executive Director

PRiME Center

Coversheet

District Staff and Student Awards Committees

Section: III. Educational Excellence
Item: C. District Staff and Student Awards Committees
Purpose: Discuss
Submitted by:
Related Material: CCS District Staff Awards Program Outline (1).pdf
CCS District Student Awards Program Outline.pdf



Crossroads Charter Schools

District Staff Awards Program Outline

1. Objectives

- Recognize and celebrate staff's exceptional contributions to the school community.
- Encourage and motivate staff to continue striving for excellence.
- Foster a culture of appreciation and recognition within the district.

2. Categories of Awards

- **Teacher of the Year Award:** For outstanding teaching practices, student engagement, and student achievement.
- **Core Values Champion Award:** Exemplifying our [staff core values](#) of community, teachable, proactive, joy, and collaborative
- **Community Engagement Award:** For significant engagement of community stakeholders.
- **Leadership Award:** For strong leadership within the school or larger educational community and/or for mentorship to colleagues.

3. Criteria for Awards

- **Teacher of the Year Award:**
 - Demonstrates outstanding teaching practices as evidenced by student engagement.
 - Meets student achievement goals.
 - Uses technology effectively to enhance learning.
 - Implements creative and innovative teaching methods.
 - Positive feedback from students, parents, and colleagues.
- **Core Values Champion Award:**
 - Maintains joy
 - Contributes positively to the school culture/community
 - Life long learner
 - Owns problems and offers solutions
 - Helpful to colleagues and other stakeholders
- **Community Engagement Award:**
 - Active involvement with community stakeholders.
 - Promotes and organizes community engagement activities and/or service projects.
 - Positive impact on the school and local community.
 - Significant contributions to the school and educational community.
- **Leadership Award:**
 - 12-Month Employee
 - Holds leadership roles within the school or educational community.
 - Exhibits strong leadership qualities and positive influence.
 - Contributes to the development and implementation of school initiatives.
 - Provides exceptional guidance and support to students and colleagues.
 - Acts as a role model and leader within the school.
 - Demonstrates commitment to professional development and growth.

4. Nomination Process

1. **Call for Nominations:**
 - Announce the awards program and criteria by First Friday in Feb..
 - Inform staff about the nomination process and deadlines.
2. **Nomination Forms:**
 - All nominations must be submitted through [this standardized nomination form](#).
 - Nomination forms are available by the First Friday in February.
3. **Submission of Nominations:**
 - Nomination forms are due by the First Friday in April.
4. **Review and Selection:**
 - Awards Selection Committee composed of school administrators, teachers, and board members meets to review nominations in April.
 - Select award recipients for each school through a consensus or voting process by May 1.
5. **Announcement and Presentation:**
 - Announce the award recipients a week prior to the board meeting.
 - Prepare certificates or trophies for each award category.
 - Present the awards to students during the May board meeting, highlighting their achievements and contributions.

5. Implementation Timeline

- **By First Friday in Feb:** Announce awards program and criteria.
- **First Friday in Feb- First Friday in April:** Collect nominations.
- **April:** Review nominations and select recipients.
- **By May 15:** Announce recipients and prepare for the award presentation.
- **May Board Meeting:** Present awards during the board meeting.

6. Communication Plan

- **Internal Communication:**
 - Email to staff outlining the program and their role in the nomination process.
 - Staff meetings to discuss the program and encourage participation.
- **External Communication:**
 - School newsletter, social media, and website announcement to explain the program and encourage them to attend the May board meeting.

Conclusion

This awards program will recognize and celebrate the exceptional contributions of staff, fostering a culture of appreciation and motivation within the school community. By celebrating their achievements in a formal setting like a board meeting, the school can emphasize the importance of excellence in education and community involvement.



Crossroads Charter Schools

District Student Awards Program Outline

1. Objectives

- Recognize and celebrate student achievements in various areas.
- Encourage students to excel in academics, arts, sports, leadership, and community service.
- Promote a culture of excellence and continuous improvement within the school community.

2. Categories of Awards

- **Academic Excellence Award:** For outstanding academic performance. (one for elementary and one for MS/HS)
- **Arts Achievement Award:** For exceptional talent and contributions in visual or performing arts.
- **Sportsmanship Award:** For excellence in athletics and demonstrating great sportsmanship.
- **Leadership Award:** For outstanding leadership within the school or community.
- **Community Service Award:** For significant contributions to community service and volunteerism.
- **Most Improved Student Award:** For demonstrating significant improvement in academic or personal growth.
- **Character Award:** For outstanding character aligned to our scholar skills.

3. Criteria for Awards

- **Academic Excellence Award:**
 - Minimum GPA of 3.5 or Meets/Exceeds 90% of grade level standards
 - Demonstrated commitment to academic pursuits through participation in class, academic clubs, or competitions.
 - Attendance of 90% or higher
- **Arts Achievement Award:**
 - Participation in school or community arts programs.
 - Evidence of talent and contributions through performances, exhibitions, or competitions.
- **Sportsmanship Award:**
 - Active participation in at least two school sports teams.
 - Demonstrates fair play, teamwork, and positive attitude.
- **Leadership Award:**
 - Holds a leadership position in school clubs, teams, or student government.
 - Exhibits strong leadership qualities and positive influence on peers.
- **Community Service Award:**
 - Documented hours of community service or volunteer work.
 - Significant impact on the community through service projects.
- **Most Improved Student Award:**
 - Evidence of significant improvement in academic performance or personal growth.
 - Positive feedback from teachers and peers.
- **Character Award**

- Exemplifies Crossroads Scholar Skills: zeal, grit, kindness, preparedness, and self-control.
- Brings joy to the learning community

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6. Communication Plan

- **Internal Communication:**
 - Email to staff outlining the program and their role in the nomination process.
 - Staff meetings to discuss the program and encourage participation.
- **External Communication:**
 - School newsletter, social media, and website announcement to explain the program and encourage them to attend the May board meeting.

Conclusion

This awards program will foster a sense of pride and motivation among students, staff, and the wider school community. By celebrating achievements in a formal setting like a board meeting, the school can emphasize the importance of hard work, talent, and community service.

Coversheet

February Check Register

Section: IV. Finance
Item: A. February Check Register
Purpose: Vote
Submitted by:
Related Material: 2026.02 CCS CheckRegisterbyType.pdf

Crossroads Charter Schools

Check Register by Type

Page: 1

03/05/2026 10:10 AM

Posted; Journal Code CD; Processing Month 02/2026

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81104475	02/05/2026	X			CROSSFIRST	CROSSFIRST BANK	39,418.80	
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81104495	02/05/2026	X			CROSSFIRCC	CROSSFIRST CREDIT CARD	21,249.40	
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87633504	02/03/2026	X			SYNETIC	SYNETIC TECHNOLOGIES	423.00
87633560	02/03/2026	X			YARDI	YARDI MARKETPLACE	248.60
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87634085	02/03/2026	X			HARRTER	Terry Harris	205.00
87634086	02/03/2026	X			BADAKAR	Karen Badalucco	210.00
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87634089	02/03/2026	X			DILLSTE	Stephanie Dillard	240.00
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87634097	02/03/2026	X			INDUSTRYSP	Industry Specific Solutions	906.00
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87634103	02/03/2026	X			MEDICOACH	MEDI COACH TRANSPORT SERVICES	27,608.00
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87649292	02/10/2026	X			PLAZAACADE	THE PLAZA ACADEMY	1,425.00
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Crossroads Charter Schools
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87650715	02/10/2026	X			PROCARE	ProCare Therapy	2,047.50
87650717	02/10/2026	X			EDOPS	EdOps	16,112.67
87650718	02/10/2026	X			DONALD	DONALD E MAXWELL, LLC	9,312.00
87650719	02/10/2026	X			AMAZON	AMAZON	2,333.75
87687119	02/17/2026	X			FSG	FACILITY SOLUTIONS GROUP	520.44
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87687121	02/17/2026	X			BRIDGGI	Bridging the Gap Interpreting	132.00
87687122	02/17/2026	X			STRATEGOS	Strategos International, L.L.C	1,435.00
87687361	02/17/2026	X			PUROZONE	PUROZONE	492.81
87687681	02/17/2026	X			UICS	UNITED INNER CITY SERVICES	3,430.42
87687682	02/17/2026	X			EVERDRIVEN	EverDriven Technologies, LLC ALC Schools, LLC	4,371.50
87687683	02/17/2026	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	14,818.00
87687684	02/17/2026	X			AMERDINING	AMERICAN FOOD & VENDING CORP	24,377.76
87687685	02/17/2026	X			AMAZON	AMAZON	2,253.27
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87731328	02/18/2026	X			HANOVER	THE HANOVER INSURANCE CO	3,273.00
87731329	02/18/2026	X			HANOVER	THE HANOVER INSURANCE CO	1,651.00
87731330	02/18/2026	X			FERGUSON	Ferguson Enterprises Inc # 215	317.47
87731331	02/18/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	64.54
87731332	02/18/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	7.00
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87731335	02/18/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	776.45
87731336	02/18/2026	X			AMMICRO	Vital Records	52.95
87731337	02/18/2026	X			KCMOTREAS	KANSAS CITY TREASURER	300.00
87731595	02/18/2026	X			OFFICEPROD	OFFICE PRODUCTS ALLIANCE	444.90
87731596	02/18/2026	X			QUALITY	QUALITY STAFF LEASING INC.	156.87
87732070	02/18/2026	X			HADJREB	Rebecca Hadjian	200.00

Crossroads Charter Schools

Check Register by Type

Page: 3

03/05/2026 10:10 AM

Posted; Journal Code CD; Processing Month 02/2026

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Check Type: Check

Checking Account ID: 13

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87732075	02/18/2026	X			HARTER	Terry Harris	300.00
87732076	02/18/2026	X			MCCLBRE	Breanda McClain	300.00
87732077	02/18/2026	X			GANNLIS	LISA GANN	300.00
87732078	02/18/2026	X			BADAKAR	Karen Badalucco	315.00
87732079	02/18/2026	X			HUEYCAR	Caroline Huey	315.00
87732080	02/18/2026	X			GARRASH	Ashley Garrett	360.00
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87732082	02/18/2026	X			WALKSAR	Sarah Walker	400.00
87732083	02/18/2026	X			BISTCOR	BIST / Cornerstones of Care	500.00
87732084	02/18/2026	X			DWONLITTL	Dwon Littlejohn	675.00
87732085	02/18/2026	X			WASHLAK	LaKeshia Washington	1,500.00
87732086	02/18/2026	X			INDUSTRYSP	Industry Specific Solutions	1,510.00
87732087	02/18/2026	X			OPERBREAK	OPERATION BREAKTHROUGH	7,986.63
87732088	02/18/2026	X			MEDICOACH	MEDI COACH TRANSPORT SERVICES	18,519.50
87798005	02/24/2026	X			ONTHEGO	On the Go Transporting LLC	505.00
87798006	02/24/2026	X			ONTHEGO	On the Go Transporting LLC	505.00
87798007	02/24/2026	X			MCREALTY	MC REALTY GROUP, LLC	7,551.85
87798008	02/24/2026	X			PROGRESSIV	PROGRESSIVE ELECTRONICS, INC.	84.00
87798009	02/24/2026	X			BRIDGGI	Bridging the Gap Interpreting	159.43
87798010	02/24/2026	X			DMCSERV	DMC Services	2,034.31
87798011	02/24/2026	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	202.50
87798012	02/24/2026	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	60.83
87798013	02/24/2026	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	20.00
87798014	02/24/2026	X			FIRSTSTUDE	FIRST STUDENT, INC.	25,031.85
87798015	02/24/2026	X			FIRSTSTUDE	FIRST STUDENT, INC.	106,559.04
87798016	02/24/2026	X			DANACOLEMA	DANA COLEMAN CONSULTING	350.00
87798017	02/24/2026	X			EVERGY	EVERGY	6,098.94
87798018	02/24/2026	X			EVERGY	EVERGY	3,092.43
87798019	02/24/2026	X			EVERGY	EVERGY	1,787.32
87798020	02/24/2026	X			EVERGY	EVERGY	2,386.54
87798021	02/24/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	50.63
87798022	02/24/2026	X			EVERGY	EVERGY	6,418.89
87798023	02/24/2026	X			FERGUSON	Ferguson Enterprises Inc # 215	5.43
87798024	02/24/2026	X			BLACKMCDON	BLACK AND MCDONALD ELECTRIC	875.35
87798025	02/24/2026	X			FERGUSON	Ferguson Enterprises Inc # 215	362.02
87798026	02/24/2026	X			WILSONGLAS	WILSON GLASS, LCC	1,435.00
87798027	02/24/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	16.45
87798028	02/24/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	12.09
87798029	02/24/2026	X			VELOCITI	Velociti Services	2,952.13
87798030	02/24/2026	X			VELOCITI	Velociti Services	3,488.66
87798031	02/24/2026	X			VELOCITI	Velociti Services	975.45
87798160	02/24/2026	X			YARDI	YARDI MARKETPLACE	1,281.36
87798161	02/24/2026	X			YMCA	YMCA	80.00
87798162	02/24/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	95.00
87798163	02/24/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	95.00
87798253	02/24/2026	X			KPM	KPM CPA'S, P.C.	6,825.00
87798254	02/24/2026	X			K12ITC	K12 ITC, INC.	16,638.08
87798255	02/24/2026	X			SHERWINWM	SHERWIN WILLIAMS	48.98
87798256	02/24/2026	X			QUALITY	QUALITY STAFF LEASING INC.	1,170.00
87798257	02/24/2026	X			FSG	FACILITY SOLUTIONS GROUP	37.50
87798258	02/24/2026	X			OTIS	OTIS ELEVATOR	1,962.52
87798259	02/24/2026	X			PALENMUSIC	Palen Music - Liberty	3,797.10
87798568	02/24/2026	X			SUPPLEDU	Cassandra Bruington	100.00
87798569	02/24/2026	X			ATRONIC	ATRONIC ALARMS INC	204.00
87798570	02/24/2026	X			LINMIC	Michelle Lin	300.00

Crossroads Charter Schools

Check Register by Type

Page: 4

03/05/2026 10:10 AM

Posted; Journal Code CD; Processing Month 02/2026

User ID: NAFIS

Payee Type: Vendor

Check Type: Check

Checking Account ID: 13

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87798571	02/24/2026	X			MUELJUL	Julia Mueller-Corrison	300.00
87798572	02/24/2026	X			PETTGRE	Greta Pettijohn	300.00
87798573	02/24/2026	X			HADJREB	Rebecca Hadjian	300.00
87798574	02/24/2026	X			WALKSAR	Sarah Walker	300.00
87798575	02/24/2026	X			ATRONIC	ATRONIC ALARMS INC	324.00
87798576	02/24/2026	X			GARRASH	Ashley Garrett	420.00
87798577	02/24/2026	X			WEBERASSE	Lydia Weber	975.00
87798578	02/24/2026	X			INDUSTRYSP	Industry Specific Solutions	1,208.00
87798579	02/24/2026	X			DEERBRE	Breanna Deering	1,250.00
87798580	02/24/2026	X			MACKCAS	Casey Mack	1,250.00
87798581	02/24/2026	X			LANEYLISA	Lisa Laney	1,475.00
87798582	02/24/2026	X			JONEKEI	Keith Jones	1,500.00
87798583	02/24/2026	X			MILEDAN	Danielle Miles	1,500.00
87798584	02/24/2026	X			EVERDRIVEN	EverDriven Technologies, LLC ALC Schools, LLC	2,835.60
87798585	02/24/2026	X			21STCENT	21ST CENTURY THERAPY, P.C.	4,175.00
87798586	02/24/2026	X			KVC	KVC NILES	5,092.50
87798587	02/24/2026	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	7,822.08
87798588	02/24/2026	X			SHERWOOD	Sherwood Autism Center	10,578.93
87798589	02/24/2026	X			PADEDEV	Devon Paden	200.00
87798590	02/24/2026	X			PROCARE	ProCare Therapy	5,600.00
87798591	02/24/2026	X			AMERDINING	AMERICAN FOOD & VENDING CORP	11,638.81
87798592	02/24/2026	X			OPERBREAK	OPERATION BREAKTHROUGH	33,514.53
87798593	02/24/2026	X			BISTCOR	BIST / Cornerstones of Care	19,575.00
87798594	02/24/2026	X			AMAZON	AMAZON	1,816.78
87820242	02/27/2026	X			RWI	Real World Initiatives	16,508.51
87820243	02/27/2026	X			OPERBREAK	OPERATION BREAKTHROUGH	72,248.11
87820244	02/27/2026	X			UPPERROOM	UPPER ROOM, INC.	197,750.56
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Coversheet

February Financials

Section: IV. Finance
Item: B. February Financials
Purpose: FYI
Submitted by:
Related Material: CCS - Monthly Presentation - February 2026.pptx



Crossroads Charter Schools

February 2026 Financials

PREPARED **MAR'26** BY



Contents

- **Executive Summary**
- **Key Performance Indicators**
- **Cash Forecast**
- **Key Forecast Changes This Month**
- **Annotated Financials**
- **Monthly Financials**
- **Balance Sheet**

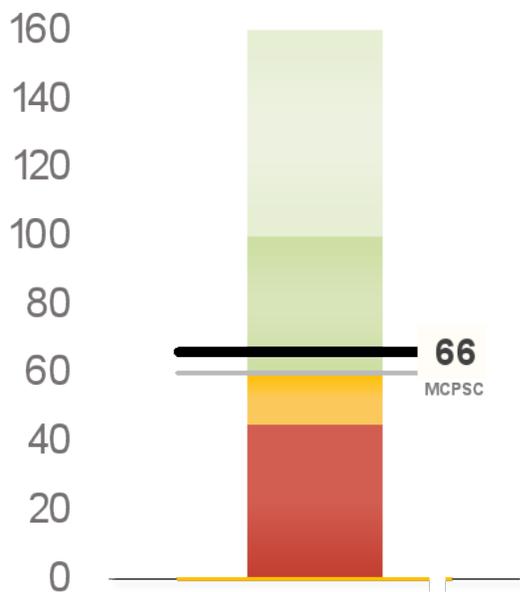
Executive Summary

- Crossroads financial health remains in compliance as evidenced by cash projection of 66 days and an end of year cash balance of \$4.52m.
- Crossroads has a projected Net Income of \$1.6m, which is \$338K better than budget, and a slight decrease from last month of \$46K.
- The finance team will continue to monitor and create a final plan to ensure that all funds are exhausted for the Stronger Connections Grant by the deadline of 6/30/26.
- FY27 budgets planning is well underway. The team has shared a preliminary draft budget with FinCom in March.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

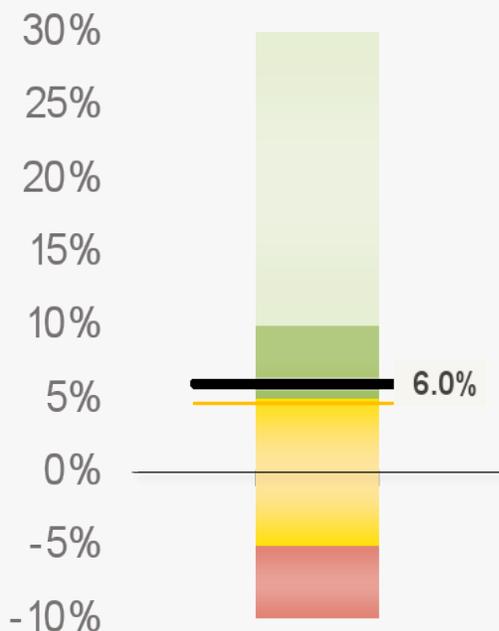


66 DAYS OF CASH AT YEAR'S END

The school will end the year with 66 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

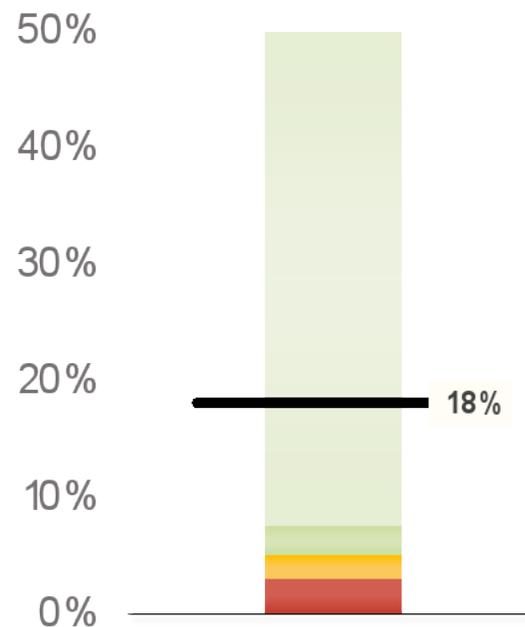


6.0% GROSS MARGIN

The forecasted net income is \$1.6m, which is \$339k above the budget. It yields a 6.0% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses

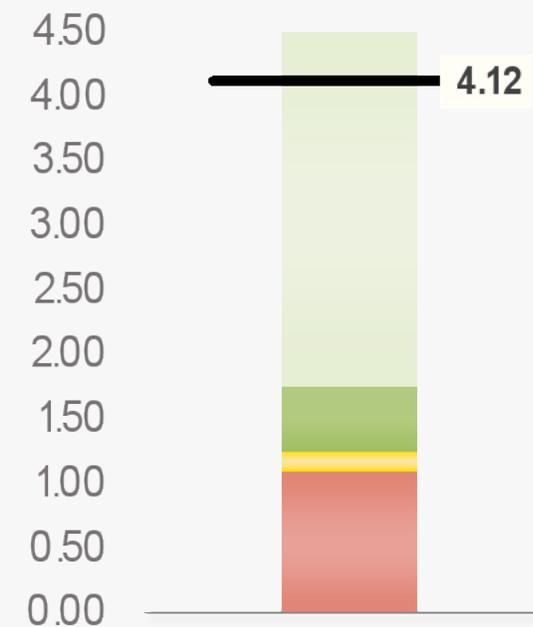


18.09% AT YEAR'S END

The school is projected to end the year with a fund balance of \$4,505,838. Last year's fund balance was \$2,908,321.

DSCR

Amount of cash flow available to meet annual interest and principal payments on debt



DSCR IS 4.12

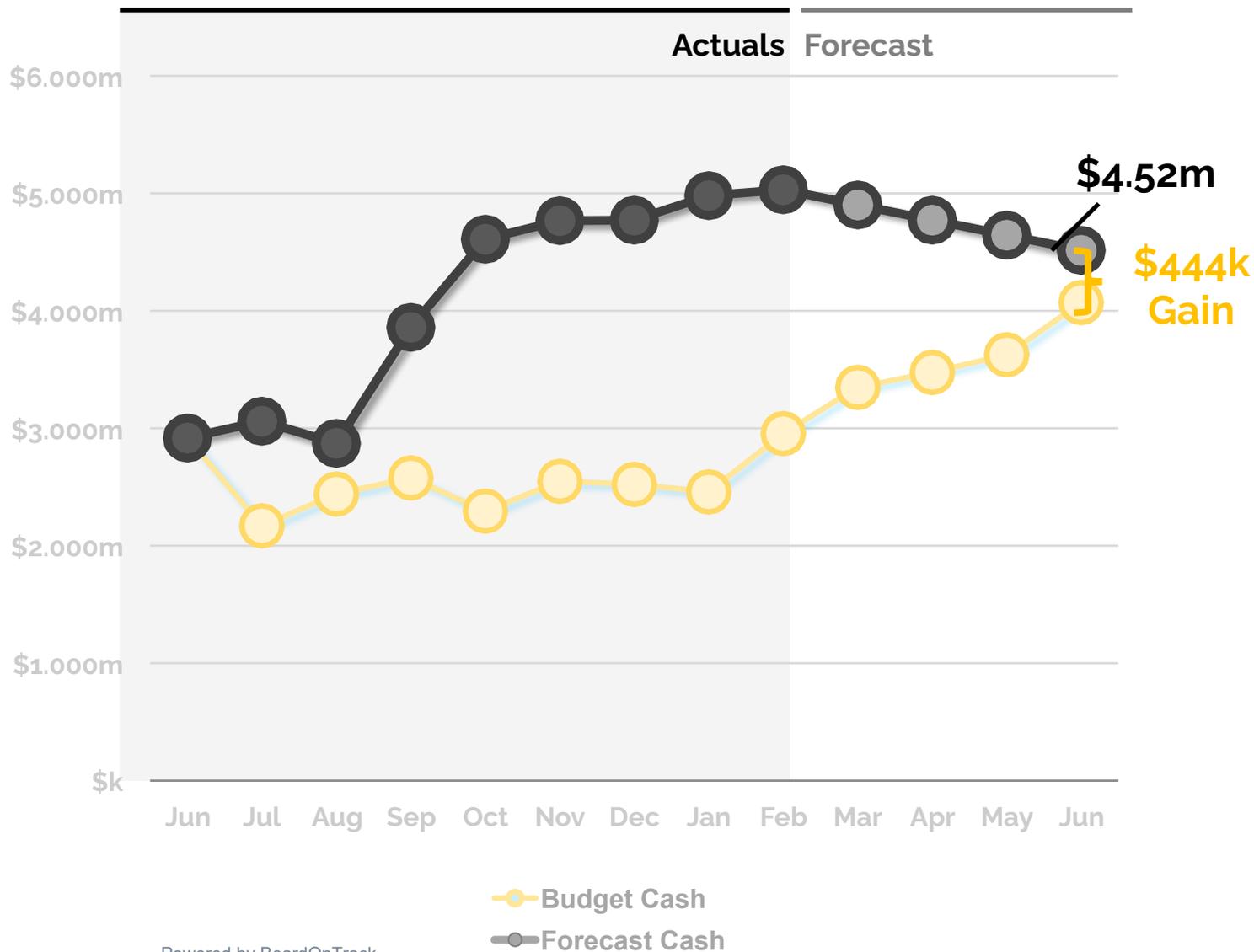
Debt Service Coverage Ratio is defined by the school's bank covenants.

Cash Forecast

66 Days of Cash at year's end

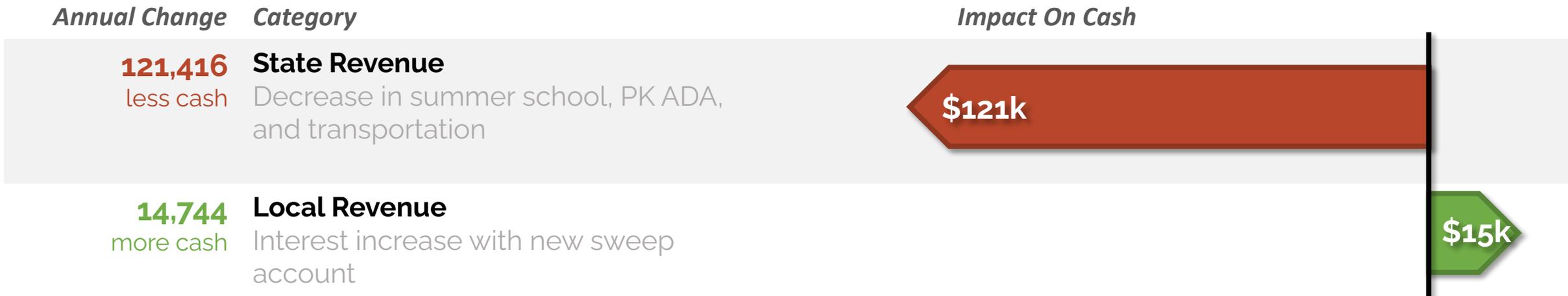
We forecast the school's year ending cash balance as **\$4.5m**, **\$444k** above budget.

Crossroads has faced adversity considering the unanticipated prior year correction. Crossroads has continued to build stability over the year as reflected by the 66 days of cash at year end. As you may remember, June 2025 ended with 45 days of cash at year end.



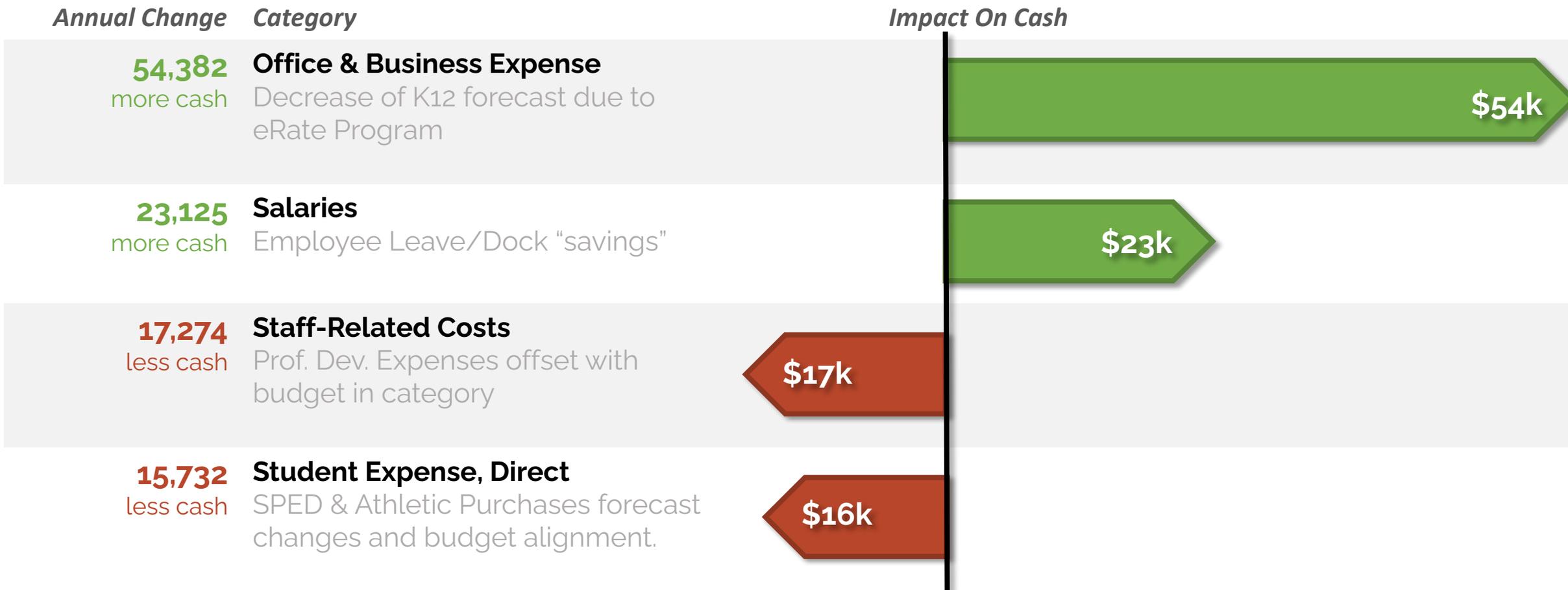
Key Forecast Changes This Month

The February forecast **decreased** the year-end cash expectation by \$47k. Key revenue changes:



Key Forecast Changes This Month

The February forecast **decreased** the year-end cash expectation by \$47k. Key expense changes:



	<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	1,498,778	1,525,961	(27,184)	2,255,145	2,244,414	10,731	756,368	34%
State Revenue	14,900,186	13,804,833	1,095,354	21,615,698	22,139,333	(523,635)	6,715,511	31%
Federal Revenue	1,125,876	891,017	234,858	1,664,656	1,481,658	182,998	538,780	32%
Private Grants and Donations	826,477	720,000	106,477	900,000	800,000	100,000	73,523	8%
Earned Fees	56,779	18,900	37,879	67,153	31,500	35,653	10,375	15%
Total Revenue	18,408,095	16,960,711	1,447,384	26,502,652	26,696,904	(194,252)	8,094,557	1
Expenses								
Salaries	6,154,945	6,394,267	239,322	9,286,769	9,591,401	304,632	3,131,824	34%
Benefits and Taxes	1,837,037	1,989,032	151,995	2,783,376	2,983,548	200,171	946,339	34%
Staff-Related Costs	137,220	121,720	(15,500)	203,603	182,580	(21,023)	66,383	33%
Rent	96,602	110,000	13,398	165,000	165,000	0	68,398	41%
Occupancy Service	1,188,465	1,086,931	(101,534)	1,733,522	1,630,397	(103,125)	545,056	31%
Student Expense, Direct	4,221,783	4,736,431	514,648	6,733,940	7,104,646	370,706	2,512,157	37%
Student Expense, Food	353,982	312,000	(41,982)	520,000	520,000	0	166,018	32%
Office & Business Expense	782,967	736,375	(46,593)	1,125,022	1,106,562	(18,460)	342,055	30%
Transportation	1,224,587	1,015,555	(209,032)	1,881,480	1,681,480	(200,000)	656,893	35%
Total Ordinary Expenses	15,997,588	16,502,310	504,723	24,432,712	24,965,614	532,902	8,435,124	35%
Interest	315,350	314,948	(402)	472,423	472,423	(0)	157,072	33%
Total Extraordinary Expenses	315,350	314,948	(402)	472,423	472,423	(0)	157,072	33%
Total Expenses	16,312,938	16,817,259	504,321	24,905,135	25,438,036	532,902	8,592,196	2
Net Income	2,095,157	143,452	1,951,705	1,597,518	1,258,868	338,650	(497,639)	3
Cash Flow Adjustments	18,217	-	18,217	0	-	0	(18,217)	4
Change in Cash	2,113,374	143,452	1,969,922	1,597,518	1,258,868	338,650	(515,857)	5

1 REVENUE: \$194K BEHIND

Revenue's shortfall is due to an unanticipated Prior Year Correction (PYC). The impact has been mitigated by a High Needs Fund grant not in the board approved budget, FY25 grant funds received in FY26 and continued inflow of earned fees.

2 EXPENSES: \$533K AHEAD

Salaries & Benefits favorable due to vacant positions not filled and forecast tightened to match actuals. Occupancy increased due to security supplies & phone/internet. Student Direct is favorable since passing the PYC onto vendors. Transportation increased due to cost trend coming in higher than expected.

3 NET INCOME: \$339K ahead

4 CASH ADJ: \$0K AHEAD

5 NET CHANGE IN CASH: \$339K AHEAD

Monthly Financials

Income Statement	Actual								Forecast				TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Revenue													
Local Revenue	187,689	185,323	186,834	186,156	186,514	187,646	186,863	191,753	189,092	189,092	189,092	189,092	2,255,145
State Revenue	1,342,216	1,308,041	2,698,636	2,441,061	1,847,448	1,895,617	1,733,982	1,633,185	1,678,506	1,678,506	1,679,994	1,678,506	21,615,698
Federal Revenue	0	230,391	62,411	88,597	298,318	135,364	227,157	83,636	134,695	134,695	134,695	134,695	1,664,656
Private Grants and Donations	12,699	45,618	231,501	131,941	143,897	87,150	61,364	112,308	18,381	18,381	18,381	18,381	900,000
Earned Fees	16,648	7,425	3,960	9,002	3,711	5,195	4,525	6,312	2,594	2,594	2,594	2,594	67,153
Total Revenue	1,559,252	1,776,798	3,183,342	2,856,758	2,479,887	2,310,972	2,213,892	2,027,194	2,023,267	2,023,267	2,024,755	2,023,267	26,502,652
Expenses													
Salaries	731,070	785,539	758,916	783,275	764,807	793,958	761,948	775,431	782,956	782,956	782,956	782,956	9,286,769
Benefits and Taxes	210,862	241,085	225,793	231,230	227,647	233,324	234,462	232,634	236,585	236,585	236,585	236,585	2,783,376
Staff-Related Costs	19,503	33,790	11,130	9,252	8,013	5,071	17,585	32,877	16,596	16,596	16,596	16,596	203,603
Rent	10,332	2,182	15,837	13,637	17,547	21,602	13,283	2,182	17,100	17,100	17,100	17,100	165,000
Occupancy Service	164,508	222,942	124,578	141,162	99,263	172,874	184,885	78,252	136,264	136,264	136,264	136,264	1,733,522
Student Expense, Direct	202,728	461,026	817,075	652,412	579,915	557,745	446,811	504,071	628,039	628,039	628,039	628,039	6,733,940
Student Expense, Food	0	0	48,731	55,209	85,357	77,036	51,633	36,017	41,504	41,504	41,504	41,504	520,000
Office & Business Expense	118,163	99,097	104,776	76,882	109,019	70,926	100,859	103,246	85,514	85,514	85,514	85,514	1,125,022
Transportation	16,730	3,520	38,382	97,978	399,012	328,599	155,225	185,141	164,223	164,223	164,223	164,223	1,881,480
Total Ordinary Expenses	1,473,895	1,849,180	2,145,218	2,061,038	2,290,581	2,261,135	1,966,691	1,949,850	2,108,781	2,108,781	2,108,781	2,108,781	24,432,712
Operating Income	85,357	-72,381	1,038,124	795,720	189,306	49,837	247,200	77,344	-85,514	-85,514	-84,026	-85,514	2,069,940
Extraordinary Expenses													
Interest	39,419	39,419	39,419	39,419	39,419	39,419	39,419	39,419	39,268	39,268	39,268	39,268	472,423
Total Extraordinary Expenses	39,419	39,419	39,419	39,419	39,419	39,419	39,419	39,419	39,268	39,268	39,268	39,268	472,423
Total Expenses	1,513,314	1,888,599	2,184,637	2,100,456	2,330,000	2,300,554	2,006,110	1,989,269	2,148,049	2,148,049	2,148,049	2,148,049	24,905,135
Net Income	45,938	-111,800	998,705	756,301	149,888	10,418	207,782	37,925	-124,782	-124,782	-123,294	-124,782	1,597,518
Cash Flow Adjustments	96,666	-76,232	-11,810	-5,822	8,012	-6,123	1,259	12,269	-4,554	-4,554	-4,554	-4,554	0
Change in Cash	142,604	-188,033	986,895	750,479	157,900	4,295	209,040	50,194	-129,336	-129,336	-127,848	-129,336	1,597,518
Ending Cash	3,060,274	2,872,242	3,859,137	4,609,616	4,767,516	4,771,811	4,980,851	5,031,045	4,901,709	4,772,372	4,644,524	4,515,188	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	2,917,671	5,031,045	4,515,188
Total Current Assets	2,917,671	5,031,045	4,515,188
Total Assets	2,917,671	5,031,045	4,515,188
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	9,350	27,567	9,350
Total Current Liabilities	9,350	27,567	9,350
Total Long-Term Liabilities	0	0	
Total Liabilities	9,350	27,567	9,350
Equity			
Unrestricted Net Assets	2,908,321	2,908,321	2,908,321
Net Income	0	2,095,157	1,597,518
Total Equity	2,908,321	5,003,478	4,505,838
Total Liabilities and Equity	2,917,671	5,031,045	4,515,188



QUESTIONS?

Please contact your EdOps Finance Team:

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913.484.2362

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Coversheet

Draft Budget FY27

Section: IV. Finance
Item: C. Draft Budget FY27
Purpose: Discuss
Submitted by:
Related Material: CCS FY27 Budget Workbook - 1ST DRAFT.pdf

FY26 Budget vs. FY27 Budget					FY26 Projections vs. FY27 Budget					Explanation of change for FY27 Budget	
Revenue:	FY26 FBT	FY27	\$	%	Revenue:	FY26 Budget	FY26 Feb Forecast	FY27	\$		%
Local Revenue	\$2,224,155	\$2,258,817	\$34,662	1.56%	Local Revenue	2,224,155	2,255,145	\$2,258,817	\$3,672	0.16%	Prop C and Interest; Minimal increase
State Revenue	\$20,962,365	\$23,045,883	\$2,083,518	9.94%	State Revenue	20,962,365	21,615,698	\$23,045,883	\$1,430,185	6.62%	
Federal Revenue	\$1,656,733	\$1,157,452	-\$499,281	-30.14%	Federal Revenue	1,656,733	1,664,656	\$1,157,452	-\$507,204	-30.47%	Loss of DOJ Grant and reduced federal allocations do to no carryover expectations in FY27.
Private Grants and Donations	\$800,000	\$1,000,000	\$200,000	25.00%	Private Grants and Donations	800,000	900,000	\$1,000,000	\$100,000	11.11%	Slight increase based on FY26 Revenue received and grant pledges
Earned Fees	\$31,500	\$31,500	\$0	0.00%	Earned Fees	31,500	67,153	\$31,500	-\$35,653	-53.09%	no change
Total Revenue:	\$25,674,753	\$27,493,652	\$1,818,899	7.08%	Total Revenue:	25,674,753	26,502,652	\$27,493,652	\$991,000	3.74%	
Expense:					Expense:						
Salaries	\$9,600,738	\$9,912,920	\$312,182	3.25%	Salaries	\$9,600,738	\$9,286,769	\$9,912,920	\$626,151	6.74%	
Benefits and Taxes	\$2,909,023	\$3,003,615	\$94,591	3.25%	Benefits and Taxes	\$2,909,023	\$2,783,376	\$3,003,615	\$220,238	7.91%	
Staff-Related Costs	\$170,100	\$169,395	-\$705	-0.42%	Staff-Related Costs	\$170,100	\$203,603	\$169,395	-\$34,208	-20.19%	No longer using Daniels Solutions for Recruitment. \$30K in FY26 budget. Mitigated by cost inflation within category.
Rent	\$165,000	\$158,200	-\$6,800	-4.30%	Rent	\$165,000	\$165,000	\$158,200	-\$6,800	-4.30%	Increase rent for CS. Offset by decreases to rent for CPA & QH and parking voucher decreases.
Occupancy Service	\$1,629,397	\$1,678,870	\$49,473	2.95%	Occupancy Service	\$1,629,397	\$1,733,522	\$1,678,870	-\$54,652	-3.26%	-108k bond mc realty + inflation on other costs
Student Expense, Direct	\$7,136,622	\$7,510,797	\$374,175	4.98%	Student Expense, Direct	\$7,136,622	\$6,733,940	\$7,510,797	\$776,857	10.34%	due to summer ADA increasing, the summer pass through increases as well
Student Expense, Food	\$520,000	\$520,000	\$0	0.00%	Student Expense, Food	\$520,000	\$520,000	\$520,000	\$0	0.00%	no change
Office & Business Expense	\$1,075,199	\$1,088,306	\$13,107	1.20%	Office & Business Expense	\$1,075,199	\$1,125,022	\$1,088,306	-\$36,716	-3.37%	FY26 noticed an increase in costs for specific items. FY27 is acknowledging those increased costs and mitigating a portion of them by cancelling services no longer needed. Includes cancelling SAWB (hired a Fin Coordinator), Show Me KC (marketing no longer using), Various Supply spends are moving to a more appropriate category according to the org code used.
Transportation	\$1,681,480	\$1,767,704	\$86,224	4.88%	Transportation	\$1,681,480	\$1,881,480	\$1,767,704	-\$113,776	-6.44%	FY26 transportation was increased by \$200K due to overages. CCS Team has been working diligently with vendor to reduce the overages offset by adding an additional bus. Team is still working with vendor and may see a change in next draft.
Extraordinary Expenses	\$472,423	\$472,423	\$0	0.00%	Extraordinary Expenses	\$472,423	\$472,423	\$472,423	\$0	0.00%	no change
Total Expense:	\$25,359,981	\$26,282,229	\$922,248	3.64%	Total Expense:	\$25,359,981	\$24,905,134	\$26,282,229	\$1,377,095	5.53%	
Net Income/YTD Fund Bal.	\$314,772	\$1,211,423	\$896,651	3.45%	Net Income/YTD Fund Bal.	314,772	1,597,518	\$1,211,423	-\$386,095	-1.79%	
Reserve	2,908,321	4,505,839			Reserve	2,908,321	2,908,321	4,505,839			
	\$3,223,093	\$5,717,262				3,223,093	4,505,839	\$5,717,262			
YTD Fund Balance	1.24%	4.61%			YTD Fund Balance	1.24%	6.41%	4.61%			GOAL
Operational Reserves	12.71%	21.75%			Operational Reserves	12.71%	18.09%	21.75%			3%
Days of Cash	46	79			Days of Cash	46	66	79			20%

Goal is to ensure that money is being spent on students.

Coversheet

Transportation Update

Section: V. Operations
Item: A. Transportation Update
Purpose: FYI
Submitted by:
Related Material: 2025 - 2028 FirstStudent Contract.pdf

TRANSPORTATION SERVICES AGREEMENT

THIS AGREEMENT (“Agreement”) is made and entered into as of the 17 day of October 2025, by and between Crossroads Charter Schools with principal offices 1011 Central St, Kansas City, MO 64105, (hereinafter called "District"), and First Student, Inc., with its principal place of business at 191 Rosa Parks Street, 8th Floor, Cincinnati, Ohio 45202 and local business offices for purposes of this Agreement at 10551 Barkley St., Suite 620, Overland Park, KS. 66212 (hereinafter called “Contractor”) (each a “Party” and collectively, the “Parties”).

WITNESSETH

WHEREAS District issued Request For Proposal For Student Transportation Services (the “RFP”) and Contractor submitted a proposal in response thereto (“Contractor’s Proposal”); and

WHEREAS District selected Contractor to provide the student transportation services in accordance with the RFP and Contractor’s Proposal; and

WHEREAS Contractor desires to provide such transportation services.

NOW, THEREFORE, in consideration of the covenants hereinafter contained, the Parties agree as follows:

SECTION 1: TERM

- 1.1 The term of this Agreement shall commence on July 1, 2025, and shall continue through June 30, 2028 (“Term”) for 153 school days according to the school calendar. Notwithstanding the foregoing, the Agreement shall be subject to annual approval by the District Board of Education. Except as otherwise provided herein, District agrees to compensate the Contractor at the rates specified in Exhibit A, which assume a total of 153 regular school plus 20 jump start school for student transportation days.
- 1.2 This Agreement may be extended by mutual written agreement. The negotiation process for each extension including the negotiation of new economic terms, to occur on or before February 1st of the preceding Contract Year. For purposes of this Agreement, the term "Contract Year" shall mean each one-year period commencing on July 1st and ending on June 30th during the Term of this Agreement.

SECTION 2: SCOPE OF SERVICES REQUIRED

- 2.1 Contractor shall, during the Term, provide transportation service as described in the District’s RFP and Contractor’s Proposal. In the event of a conflict between these documents and the provisions of this Agreement, this Agreement will control. Otherwise, the terms of the RFP and Contractor’s Proposal are incorporated as if fully set forth herein and shall govern the Parties’ relationship, in the following order of precedence unless otherwise agreed by the Parties in writing: (1) the RFP and (2) Contractor’s Proposal.

- 2.2 District and Contractor will consult on a regular basis concerning the transportation requirements of District. In the event of increases or decreases in the number of students requiring transportation, or in routes or schedules, the number of vehicles and the number of spare buses will be adjusted accordingly. With notice to Contractor, District may increase or decrease service levels to be provided by Contractor under this Agreement. However, where such increases or decreases impact by greater than 5% the service levels or equipment levels required of Contractor under the assumed routes, schedules, days of service, hours or miles, or vehicle requirements contained in Exhibit A Contractor shall be permitted to negotiate adjusted rates proportionately to cover increases or decreases in cost structure associated with such changes by District. Any rate changes shall be subject to written approval by the District. In the event of any attempted negotiations resulting from increased students or services, increased rates will be agreed upon by both parties.
- 2.3 Contractor shall have thirty (30) days following notice of such changes to make operational adjustments to meet District requirements.
- 2.4 All transportation services shall be provided by the Contractor in accordance with all applicable rules and regulations set forth by the State of Missouri, District Policy and Regulation, and State law, as may be in effect from time to time.

SECTION 3: COMPENSATION AND BILLING

- 3.1 In consideration for all services rendered hereunder, District shall pay to Contractor all sums due and owing for transportation services in accordance with the rates set forth in Exhibit A.
- 3.2 Contractor will submit to District a monthly statement of its services rendered during the prior month. District shall pay all undisputed amounts due to the Contractor within forty-five (45) calendar days following the date on which the statement has been submitted.

If any portion of the billed service in the statement is disputed by District or the District seeks a revised invoice, District shall deliver written notice specifying the disputed amount or requested revisions to the Contractor within five (5) business days of receipt of the statement by District. All disputes shall be resolved pursuant to the Dispute Resolution clause of this Agreement.

In the event that District fails to make a payment on any undisputed sums due hereunder, and such sums remain unpaid for more than 45 days, Contractor shall be entitled to charge interest on unpaid amounts at the rate of the lesser of 1.5% per month or the maximum amount allowed by state law. In the event of repeated delinquency by District, Contractor shall have the right to request a deposit or payment bond from District before resuming service. Without limitation, Contractor shall be entitled to court costs, litigation expenses and attorneys' fees incurred in any attempt to collect unpaid amounts due under this Agreement.

- 3.3 All excess incurred shall be based on driver payroll hours, accessed from gate to gate.

SECTION 4: ESCALATION

- 4.1 District and Contractor recognize that certain of Contractor's costs are subject to change during the term of this Agreement. As such, District and Contractor have negotiated escalation amounts set forth in Exhibit A.
- 4.2 In the event of unusual circumstances, such as changes in local, state, or federal taxes, laws or regulations, District directives or specifications, increased insurance or surety premiums, increased employee benefits or wages, or any other condition which causes any of Contractor's operating costs hereunder to increase at a rate in excess of any negotiated escalation, then the Parties shall determine a reasonable and proportionate amount to cover such increase, and rates of Contractor compensation set forth in Exhibit A may be adjusted to reflect such increase upon written approval of both Parties. If the Parties do not agree to a rate increase, Contractor shall have the right to terminate this Agreement upon not less than sixty (60) days' notice.
- 4.3 In the event of a driver shortage in the local market, the Parties will negotiate in good faith to cover the cost of any incremental wage and benefit increase necessary to recruit and retain drivers as well as any additional travel and expense costs associated with using non-local drivers to alleviate the shortage.

SECTION 5: FACILITIES AND FUEL

- 5.1 Contractor shall purchase at its own cost, [including/excluding taxes], all fuel required for the operation of buses hereunder. Fuel prices are assumed at \$ 3.50 per gallon. Should Contractor's cost of fuel exceed \$ 3.50 per gallon including taxes, School will reimburse Contractor the excess cost. Contractor will provide documentation substantiating its fuel costs upon written request of School.

SECTION 6: ROUTES AND SCHEDULES

- 6.1 Contractor shall be primarily responsible for planning all routes, stops and schedules. Contractor shall furnish District a complete route map on or before the first day of enrollment of each school year.
- 6.2 District shall furnish Contractor service dates with a list of student names and addresses at least forty-five (45) days prior to the start of each school year, from which Contractor will construct a complete route map.
- 6.3 Performance of the routing and other services under this Agreement may entail the disclosure of personally identifiable information from student education records protected by the Family Educational Rights and Privacy Act (FERPA) ("Student Information"). For the purposes of this Agreement, Contractor will be designated as a "school official" with "legitimate educational interests" in Student Information, as those terms have been defined under FERPA and its implementing regulations and will abide by the limitations and requirements imposed by 34 CFR 99.33(a) on District. To that end, any personally identifiable information, as that term is defined by FERPA, may be used by Contractor only for the purposes for which disclosure was made.
- 6.4 Notwithstanding the foregoing, District reserves the right to establish the routes and schedules to be followed and to make changes therein from time to time. District shall notify Contractor whenever changes are necessary in routes or time schedules, and Contractor shall adjust its

operations to incorporate such changes within five (5) business days after notice is received from District. In the event District changes routes or schedules once service has begun or been published, District will assist in republication of changes or other notification to those students whose service has been changed. Contractor shall consult with District regarding stops or portions of routes that Contractor considers to be a safety concern due to traffic patterns or configurations. If any stop or portion of a route remains unchanged by District after such discussions, and Contractor believes such stop or route presents an unacceptable safety risk to Contractor's property or students, Contractor may reject the stop or route portion and provide District with alternative designations by written notice.

- 6.5 District may apply liquidated damages based on agreed upon metrics and amounts. Liquidated damages must be communicated in fifteen (15) days to Contractor to investigate and validated. There will be no liquidated damages applied for the first thirty (30) days of school start.

SECTION 7: RECORDS AND REPORTS

- 7.1 Contractor shall provide within thirty (30) business days of any request, those reports and records which may be reasonably requested by District pertaining to students, routes, stops, mileage audits and other information having to do with daily operations. In reviewing Contractor's records, District shall protect the confidentiality of Contractor's proprietary or confidential information included in the data provided by using the same degree of care used to protect its own confidential information.
- 7.2 Contractor shall maintain such records and submit such reports, as are deemed necessary by District and as negotiated between Contractor and District from time to time. All reports required by District shall be submitted on forms mutually agreed upon by both Parties. Contractor will not be responsible for filing on behalf of District any state or regulatory reports concerning ridership or reimbursement.
- 7.3 If Contractor provides District with audio or video recordings or any other records that include private or personally identifiable information, District shall handle such records in accordance with applicable local, state, and federal law.

SECTION 8: INDEMNIFICATION

- 8.1 Contractor agrees to indemnify, hold harmless, and defend District, its governing board, officers, employees, and agents from and against every claim or demand which may be made by any person, firm, corporation, or any other entity arising from or caused by the negligence or willful misconduct of Contractor, its agents, or employees in the performance of this Agreement, except to the extent that such claim or demand arises from or is caused by the negligence or willful misconduct of District, its agents, or employees; student-upon-student violence; incorrect or inaccurate routing or scheduling provided to the Contractor by the District; or Contractor's good faith adherence to District's policies, procedures, or directives.
- 8.2 In accordance with the foregoing, (a) District shall advise the Contractor in writing of any claims, notices, or additional information received by it or of which it becomes aware for which District will seek indemnification hereunder, in such time and manner as not to impair or prejudice the ability of the Contractor to defend such claims or investigate such notice, and (b)

District shall provide Contractor with the cooperation and assistance necessary to defend such claim requested by the District. The obligations set forth in this paragraph shall survive the termination of this Agreement. As it applies to both Parties, nothing in this Agreement shall be construed to prevent or reduce the immunities from civil liability granted by applicable law, including, but not limited to, the District's entitlement to sovereign or governmental immunity, by whatever name as set forth in RSMo Section 537.600 et seq..

SECTION 9: INSURANCE

- 9.1 Contractor shall, at its expense, procure and keep in force during the entire term of this Agreement for claims arising under this Agreement, General Liability and Automobile Liability Insurance to protect Contractor, its drivers and other personnel. Contractor shall provide General Liability- including Bodily Injury, Property Damage, Personal Injury, Molestation and Advertising Injury with limits of \$2,000,000.00 each Occurrence/\$2,000,000.00 General Aggregate; Automobile Liability limits of \$2,000,000.00 combined single limit for bodily injury and damage to property for all owned, hired, and non-owned autos. Upon request, Contractor agrees to provide to District a certificate of insurance evidencing such coverage and designating District as an additional insured. but only with respect to liability for bodily injury, property damage, or personal injury arising directly out of Contractor's negligent or willful acts or omissions. Insurers shall maintain a minimum A.M. Best's & Company rating of A. Upon request, Contractor shall provide District with a certificate of insurance as evidence of having statutory workers' compensation coverage at levels and in forms required by the laws under which Contractor shall operate for this Agreement. Notwithstanding the foregoing, any insurance purchased by Contractor is not intended to act as a waiver of any defense available to the District and its employees by statute or common law, including, but not limited to, the District's sovereign or governmental immunity, by whatever name as set forth in RSMo Section 537.600 et seq.
- 9.2 District will, at its own expense, procure and keep in force general liability insurance as is customary in the business including Bodily Injury, Property Damage, Advertising Injury and Personal Injury and at limits of not less than \$2,000,000.00. District will list Contractor as an additional insured and provide a certificate of insurance evidencing such coverage.

SECTION 10: FORCE MAJEURE

- 10.1 In the event Contractor is unable to provide the transportation services as specified in this Agreement because of any act of God, civil disturbance, fire, riot, war, terrorism, cyber-attack, power or communications outage, pandemic, epidemic, supply chain disruption, fuel shortage, governmental action or any other condition or cause beyond Contractor's control (each a "Force Majeure Event"), District shall excuse Contractor from performance under this Agreement for the duration of such Force Majeure Event. When an event of Force Majeure occurs, the District shall be under no obligation to pay the Contractor under the terms of this Agreement for the days in which the Contractor does not provide all transportation services required hereunder. If the Contractor provides less than all required transportation services to the District on those days, then the District shall pay the Contractor for those services actually provided.

SECTION 11: SCHOOL CLOSINGS OR CHANGES IN SCHEDULE

- 11.1 Whenever school is closed and student transportation is suspended for the day, for any reason, including, but not limited to, inclement weather, impassability of roads, facilities issues, or illness, District shall notify Contractor on each day by 5:30AM for Contractor to suspend operations and provide sufficient notice to its workforce not to report to work. District shall compensate Contractor the full scheduled daily rate for days when District fails to provide such notice to Contractor; provided, however, this Section 11.1 only applies to closures that do not decrease the total number of student transportation days as set forth in Section 1.1. If a closure will decrease the total number of student transportation days set forth in Section 1.1, Contractor shall be compensated in accordance with Section 11.3.
- 11.2 If the regular school day schedule is changed resulting in late start, early dismissal or the cancellation of scheduled Charter Transportation, District shall notify Contractor in time for Contractor to adjust operations and adequately notify its workforce of the change. District shall compensate Contractor for all costs incurred due to failure to provide adequate notice. Notwithstanding the foregoing, in the event of circumstances which necessitate a schedule change, Contractor and District shall cooperate to facilitate orderly transportation of students in the most efficient manner possible under the circumstances presented.
- 11.3 If District suspends service for any reason, including, but not limited to, a Force Majeure Event as defined in this Agreement, and such suspension alters the total number of student transportation days set forth in Section 1.1, the District reserves the right to schedule make-up days to account for any school closures, but shall be under no obligation to do so. If any make-up days are scheduled, the Contractor agrees to provide student transportation services on such days in accordance with this Agreement. If the number of school days in any school year is below the total number set forth in Section 1.1, then the District shall compensate Contractor for all fixed costs associated with Contractor's performance of this Agreement from the first suspended/cancelled day through the end of the cancellation/suspension period. For purposes of this Agreement, fixed costs include but are not limited to costs associated with maintaining average employee wages and benefits, overall management and administration costs, facilities cost, fleet investment, maintenance, technology, insurance, and other ongoing operations costs.

SECTION 12: SAFETY PROGRAM

- 12.1 Contractor shall be responsible for implementing, maintaining, and reviewing annually a comprehensive student transportation safety program.
- 12.2 Contractor's employees shall not be required to perform any medical functions for passengers, including but not limited to administering an Epi Pen.

SECTION 13: MANAGEMENT PERSONNEL

- 13.1 Contractor shall employ management personnel who shall be responsible for the efficient operation of the transportation services furnished hereunder and act as Contractor's liaison to District. Contractor will designate a crisis management contact person for emergency contact with District. Prior to the start of the school year, Contractor shall inform District of the name(s), contact telephone number(s) and address(es) of such management personnel.

- 13.2 District shall designate management personnel who shall be responsible for coordination of the student transportation requirements of District and act as District's liaison to Contractor. District will designate a crisis management contact person for emergency contact with Contractor. Prior to the start of the school year, District shall inform Contractor of the name(s), contact telephone number(s) and address(es) of such management personnel.

SECTION 14: OPERATIONS PERSONNEL/DRIVERS

- 14.1 Contractor shall employ a sufficient number of qualified drivers and support personnel to assure District of continuous, reliable, safe, and on time service.
- 14.2 Contractor shall take reasonable steps to ensure that its employees act professionally and appropriately around all students and District staff. Contractor shall not knowingly permit its drivers to smoke on the bus, or to violate any federal or state law related to the operation of a vehicle while intoxicated or under the influence of any prohibited substance.
- 14.3 Contractor shall be responsible for hiring and discharging personnel employed by Contractor to perform its obligations hereunder. However, District shall have the right to request that Contractor remove from service to District any driver, aide or monitor who, in District's sole discretion, is deemed unsuitable for the performance of transportation services for District; provided that District shall make such request in writing, state the reasons therefore, and include any supporting documentation, and provided further that such request does not violate applicable local, state or federal laws, rules or regulations.
- 14.4 Contractor shall provide drivers that are fully qualified, trained and licensed as required by the U.S. Department of Transportation (USDOT) and any applicable state law or regulation. Contractor agrees that each driver shall:
- 14.4.1 Possess a valid Commercial Drivers' License as required by the USDOT for school bus drivers or such other drivers' license or permit required for any smaller passenger vehicle.
 - 14.4.2 Be certified by a USDOT medical examiner as medically qualified as required by the USDOT under federal law. The physical examination shall be conducted prior to employment and periodically thereafter.
 - 14.4.3 Possess a satisfactory driving record and criminal history record, after review of such records prior to employment and periodically thereafter to the extent required by applicable law.
 - 14.4.4 Prior to employment and periodically thereafter, to the extent required by law and/or by the USDOT under its mandatory drug and alcohol testing requirements for school bus drivers, undergo such drug and alcohol testing to verify that the driver is not engaged in any prohibited or unsafe vehicle operations. Any driver that fails a drug or alcohol test or refuses to take such test will be subject to immediate disqualification.
 - 14.4.5 All drivers must be 21 of year old.
 - 14.4.6 No drivers will use cell phones while driving. Drivers are allowed to two-way radios.

SECTION 15: TRAINING REQUIREMENTS

- 15.1 Contractor shall provide thorough instruction to drivers in compliance with state and federal safety and operations guidelines and regulations. Upon request, District shall have the right to review course content.
- 15.2 Prior to the start of the school year, Contractor will provide time at one of its driver orientation sessions so that District administrators may address drivers assigned to work under this Agreement on matters relating to the expectations for student conduct and to familiarize drivers with members of the school administration. Such orientation will be at a time and place mutually agreed upon by Contractor and District. District may not distribute materials to drivers or communicate with drivers without Contractor notice and approval.

SECTION 16: VEHICLES AND EQUIPMENT

- 16.1 All vehicles supplied by Contractor in performance of this Agreement shall meet or exceed the standards established by applicable law and regulation. Title to all vehicles shall remain in the name of the Company and, as such, the District shall have no ownership rights in the vehicles. Contractor shall maintain the vehicles supplied by Contractor and used to provide transportation services under this Agreement in accordance with law and accepted industry maintenance standards. The District shall have the right at any and all times to inspect any equipment for purposes of ensuring the Contractor's compliance with the terms of this Paragraph. The Contractor shall also permit inspection of all buses by Missouri law enforcement officers. The Contractor shall provide periodic reports summarizing the repairs made to all equipment upon District request.
- 16.2 *The prices included with this Agreement do not include seat belts on school buses. If District or any government agency shall during the term of this Agreement mandate that Contractor provide seat belts for use in school buses, the Parties shall negotiate in good faith alternative pricing and availability of vehicles to service District under this Agreement. If District or any governmental agency imposes additional equipment requirements on any of Contractor's vehicles during the term of this Agreement (including, but not limited to, new technology or equipment relating to safety or emissions standards), which are specific requirements for continued operation of the vehicles, Contractor and District shall negotiate price increases applicable to such equipment installation and any associated increase in vehicle maintenance costs.*
- 16.3 Contractor agrees that all Contractor school buses shall be equipped with sufficient communications technology acceptable to the District to maintain communications while on route. Contractor agrees to perform an inspection of such equipment prior to the start of the school year and periodically thereafter to ensure proper performance. When an inspection reveals equipment malfunction, Contractor shall promptly repair or replace such equipment.
- 16.4 District shall reimburse the Contractor for all expenses related to public health mandates arising during the term that require operational or equipment changes to vehicles in the provision of transportation services.
- 16.5 District may direct Contractor to perform additional tasks not specifically described in the Scope of Services. Contractor may perform such assignments in accordance with an agreed

upon schedule and level of effort. Costs associated with such assignments shall be invoiced to District at rates set forth in Exhibit A.

- 16.6 Contractor shall not use any bus more than 12 years old during the term of this contract.
- 16.7 Contractor will maintain two-way radios, GPS systems, parent portal and digital video cameras on all vehicles providing services pursuant to this Agreement.

SECTION 17: PUPIL DISCIPLINE/VANDALISM

- 17.1 The ultimate responsibility and authority to suspend or expel any student from transportation services hereunder shall rest with District. Contractor's drivers are responsible only for such discipline as is required to operate Contractor's buses properly and safely. Each driver shall handle all disciplinary matters in strict accordance with District policy. In no case will a driver eject a student from a vehicle for misbehavior except in the event of an extreme emergency endangering the safety of other students or drivers and then only after radio notice to Contractor's terminal and to the student's building or school principal. In all cases of disciplinary ejection, the vehicle shall remain at the approximate area of student discharge until authorities arrive on site and authorize it to proceed on route. All discipline problems shall be reported in writing by the next school day following completion of the route. District and Contractor will, in the event Contractor determines that a student poses a danger to himself/herself or other passengers, cooperate to provide a safe transportation environment prior to Contractor being required to transport such student. Further procedures and regulations for the administration of discipline shall be established cooperatively between District and Contractor.
- 17.2 Vandalism, damage to Contractor's equipment or facilities shall be the responsibility of Contractor. District shall give Contractor reasonable assistance in obtaining restitution for damaged equipment or facilities where damage is determined to be caused by District students or personnel. Contractor may, with the written concurrence by District, refuse to provide a student with transportation services until vandalism damages caused by such student are paid.

SECTION 18: ASSIGNMENT

- 18.1 This Agreement shall not be assigned by the Parties hereto, without the written consent of District, which consent shall not be unreasonably withheld, conditioned or delayed; provided, however, that Contractor may, without approval, assign the Agreement to a parent company, subsidiary, related or affiliated company. Furthermore, a Contractor shall have the right to assign or otherwise transfer this Agreement in connection with a merger, acquisition, corporate reorganization, public stock offering, or sale of all or substantially all its assets.

SECTION 19: TERMINATION

- 19.1 If District violates any of the covenants or duties imposed upon it by this Agreement, such violation shall entitle Contractor to terminate this Agreement in accordance with the following procedure: The Contractor shall give the District thirty (30) days' written notice of default and the opportunity to remedy the violation or take steps to remedy the violation. If at the end of such 30-day default notice period, the District has not remedied the purported violation or

taken steps to do so, the Contractor may terminate this Agreement as follows: within ten (10) business days following the last day of the 30-day default notice period, the Contractor shall give the District not less than thirty (30) business days' notice of termination. If the Contractor does not provide the notice of termination within ten (10) business days, the default notice shall be deemed rescinded.

- 19.2 The District in its discretion, may terminate the Agreement, in whole or in part at any time, that it determines that Contractor has failed to comply with or breached one or more of the terms and conditions of the Agreement or specifications incorporated therein and the Contractor has failed to correct such failure or breach to the District's satisfaction within a period of thirty (30) business days after receiving written notice from the District.
- 19.3 District has the ability to cancel this Agreement effective at the end of any Contract Year on the failure of the state legislature or other applicable governmental entity to provide adequate funding to allow District to provide transportation services to students within District. In the event District shall elect to terminate this Agreement due to governmental funding deficiencies, District shall give written notice to Contractor on or before February 1 prior to the end of any Contract Year for services to be rendered in the following Contract Year
- 19.4 Either Party may terminate this Agreement for convenience upon not less than sixty (60) days' prior written notice to the other Party.

SECTION 20: DATA RIGHTS

- 20.1 District hereby grants to Contractor the right and license to (a) use, store, create derivative works from, sublicense, translate, format, distribute, and otherwise process Service Data as required in the performance of Contractor's obligations under this Agreement; (b) use Service Data to improve, enhance, and support the nature, quality and features of Contractor and Contractor affiliate products, software, and services; and (c) create and develop adaptations, analyses, derivatives, modifications, reports, and summaries of Service Data, provided that Contractor complies with applicable privacy law and the resulting materials do not contain personally identifiable information. "Service Data" means data collected by, provided to, or processed by Contractor, or input by or on behalf of District, through or in connection with District's use of the Services, including location and routing data generated by, collected by and/or transmitted through products installed in vehicles.

SECTION 21: SURVIVAL

- 21.1 The mutual obligations described in Compensation and Billing, Data Rights, and Indemnification hereof shall survive the termination or expiration of this Agreement.

SECTION 22: STATUS OF CONTRACTOR

- 22.1 Contractor shall be an independent contractor employed by District to provide transportation services only. Neither Contractor nor any of its employees shall be held or deemed in any way to be an agent, employee or official of District. Contractor shall be responsible for and hold District harmless from any liability for unemployment taxes or contributions, payroll taxes or other federal or state employment taxes.

SECTION 23: SEVERABILITY

23.1 In the event any provision specified herein is held or determined by a court of competent jurisdiction to be illegal, void or in contravention of any applicable law, the remainder of this Agreement shall remain in full force and effect.

SECTION 24: MODIFICATION

24.1 Contractor and District may modify the terms of this Agreement in whole or in part as circumstances may justify by mutual written agreement executed by the duly authorized representatives of the Parties.

SECTION 25: NOTICE TO PARTIES

25.1 All notices to be given by the Parties to this Agreement shall be in writing and served by depositing the same in the United States mail, postage prepaid, registered, or certified mail.

Notices to District shall be addressed to:

First Student, Inc.
10551 Barkley St., Suite 620
Overland Park, KS. 66212

Notices to Contractor shall be addressed to:

Jose Leos COO
Crossroads Charter Schools
1011 Central St,
Kansas City, MO 64105

With a copy to:

First Student, Inc.
191 Rosa Parks Street, 8th Floor
Cincinnati, OH 45202
Attention: General Counsel

25.2 District or Contractor may change its address of record for receipt of official notice by giving the other written notice of such change and any necessary mailing instructions.

SECTION 26: ENTIRE AGREEMENT

26.1 This Agreement sets forth the entire agreement between District and Contractor concerning the subject matter hereof. There are no representations, either oral or written, between District and Contractor other than those contained in this Agreement.

SECTION 27: COMPLIANCE WITH THE LAW

27.1 Notwithstanding any contrary provision in this Agreement, the Contractor shall comply with federal, state of Missouri, and local laws, rules and regulations in providing transportation services described herein.

SECTION 28: DISPUTE RESOLUTION

28.1 The Parties shall negotiate in good faith to resolve any dispute that may arise under this Agreement. The venue for any disputes arising under this Agreement that cannot be resolved by negotiation within sixty (60) days shall be the Circuit Court of Jackson County, Missouri, and the parties hereby consent to the jurisdiction of the same.

SECTION 29: PLACE OF CONTRACT/CONTROLLING LAW

29.1 This Agreement shall be governed, construed, and enforced in accordance with the laws of the State of Missouri, without regard to conflict of law principles.

SECTION 30: AUTHORITY

30.1 Both Parties warrant that they are properly authorized to enter into this Agreement.

SECTION 31: PUBLIC OBLIGATION

31.1 District acknowledges that this Agreement serves a public purpose and that any payments associated with this Agreement for the provision of any aspect of student transportation services promotes a public purpose and is for the public welfare.

SECTION 32: MISCELLANEOUS

32.1 E-Verify. Within seven (7) days of the execution of this Agreement, the Contractor shall provide to the District an affidavit of compliance with E-Verify rules including a notarized statement that the Contractor has enrolled in and is currently participating in E-Verify or an equivalent electronic verification of work authorization program operated by the United States Department of Homeland Security under the Immigration Reform and Control Act of 1986 (IRCA) and that the Contractor does not knowingly employ any person who is an unauthorized alien in conjunction with the services being provided under this Agreement.

32.2 Non-Waiver. No failure of either party to exercise any power or right this Agreement gives or to insist upon compliance with any obligation under this Agreement, and no custom or practice of the Parties that varies from the terms of this Agreement shall waive either party's right to demand full compliance with this Agreement.

32.3 Counterparts. This Agreement may be executed in one or more counterparts, each of which shall constitute an original and which, when taken together, shall constitute one entire Agreement. It shall be fully executed when each party whose signature is required has signed at least one counterpart even though no one counterpart contains the signatures of all the parties to this Agreement.

- 32.4 Headings. The various titles and headings used in this Agreement are used solely for convenience and are not to be used to interpret or construe any word, clause, paragraphs, or subparagraph of this Agreement.
- 32.5 Anti-Discrimination Against Israel Act. To the extent that § 34.600, RSMo. applies to this Agreement, Contractor hereby certifies pursuant to said statute that it is not currently engaged in and shall not for the duration of this Agreement engage in a boycott of goods or services from: the State of Israel; companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the State of Israel; or, persons or entities doing business in the State of Israel.
- 32.6 Drivers. Contractor shall provide drivers for the buses used in providing transportation services who are qualified and competent both in the operation of the buses that they drive and in managing Students with whom they will interact. All drivers shall be employees of the Contractor and the Contractor retains the right to control the manner in which the drivers perform their duties under this Agreement. The District shall notify the Contractor in writing of a request to remove a driver, and the Contractor will thereafter not allow that driver to provide transportation services for the District. All transportation anticipated under this Agreement will be provided by trained, qualified drivers who have passed criminal and Missouri Family Care Safety Registry background checks, as well as drug screening tests and physical examinations, to the satisfaction of the District and as required by applicable law. Drivers will have at least Class B operator permits with an "S" endorsement as minimum qualifications. The Contractor may not utilize any employee who is a registered sex offender to provide services under this Agreement.
- 32.7 Compliance. While performing services under this Agreement, the Contractor and its agents and employees will comply with all applicable laws and regulations, as well as all of the District's rules, regulations, policies, and procedures, including, but not limited to, Board Policies, the Family Educational Rights and Privacy Act, 20 U.S.C. § 1232(g) (FERPA), 45 CFR §§ 160 and 164 ("HIPAA Privacy Rule"), if applicable, Section 504 of the Rehabilitation Act of 1973, the Individuals with Disabilities Education Act, and all civil rights laws.

IN WITNESS WHEREOF, the Parties hereto have executed the Agreement the day and year first hereinabove written.



First Student, Inc.



Crossroads Charter School

By: John Billigmeier
Title: Sr. Vice President

By: Jose Leos
Title: Chief Operating Officer

**EXHIBIT A
SCOPE OF TRANSPORTATION SERVICES
RATES AND CONDITIONS**

Crossroads Home-to-School/School-to-Home		
VEHICLE TYPE	4 Hours/ Day	Additional Cost Over 4 hours (in 15-minute increments)
Type B, C, or D Bus	\$ 515.90	\$15.31
Type B, C, or D Bus with Air Conditioning	\$ 515.90	\$15.31
Type A Bus	\$ 515.90	\$15.31
Type A Bus with Wheelchair lift	\$ 515.90	\$15.31
Type A Bus with Air Conditioning*	\$ 515.90	\$15.31
Bus Aide or Monitor	\$ 104.55	\$6.53
<p>Fuel Protection: Fuel cost in excess of \$3.50/gallon will be billed to the School.</p> <p>Escalation: Year 2 of the contract shall increase by 9.5%, and Year 3 of the contract shall increase at 10%.</p> <p>Excess: Excess shall be assessed from Gate to Gate based on driver payroll hours</p>		
Service Type (Additional services)	Per Hour	Minimum Number of Hours
Late Activity Bus	\$ 78.39	2
Field Trips	\$ 78.39	2
Driver Standing or Wait Time	\$ 78.39	2

Coversheet

Board Member Recruitment

Section: VI. Governance
Item: A. Board Member Recruitment
Purpose: Discuss
Submitted by:
Related Material: CCS Board - Skills Matrix and Terms .xlsx.pdf

Please place an X under your area(s) of expertise.											
Board Member	Communications/ Marketing	Education	Finance	Fundraising	Governance/ Compliance	Human Resources	Leadership	Legal	Real Estate/ Capital Project Management	Real World Learning/ Community Engagement	Strategic planning
Jeffrey Williams											
Latrina Collins											
Phyllis Hardwick		x	x						x		
Diane Charity		x					x			x	x
Jacob Schwartz	x	x			x		x		x	x	x
Spark Bookhart		x			x		x		x		
Jillian Linn			x								
Carly Mitchell		X			X		X			X	X
Waymond King							X				X
Rolling off board as of 6/30/36. Can return to board after one year.											

Board Member Name	Current Role	Began Service	3rd Term Complete Date	Current Term # (FY26)
Spark Bookhart	President (7/25)	12/1/2022	6/30/2028	3
Carly Mitchell	Vice Chair (7/25)	7/1/2024	6/30/2030	2
Latrina Collins	Secretary (2/20)	11/1/2019	*6/30/2025	4
Jillian Linn	Treasurer (7/23)	7/1/2023	6/30/2029	2
Jeffrey Williams	Member	1/1/2019	*6/30/2025	4
Phyllis Williams	Member	11/1/2019	*6/30/2025	4
Diane Charity	Member	6/8/2022	6/30/2028	3
Jacob Schwartz	Member	11/1/2022	6/30/2028	3
Waymond King	Member	7/1/2024	6/30/2030	2
*eligible for a 4th term via unanimous vote				

Coversheet

Crossroads/Citizens MOU

Section: VI. Governance
Item: C. Crossroads/Citizens MOU
Purpose: Vote
Submitted by:
Related Material: Crossroads:Citizens Educational Services MOU.pdf

EDUCATION SERVICES PROVIDER AGREEMENT

This Education Services Provider Agreement (this “Agreement”) is made and entered into as of _____, 2026 (the “Effective Date”), by and between Crossroads Charter Schools, a Missouri nonprofit corporation and public charter school, with its principal place of business at 816 Broadway Blvd., Kansas City, Missouri 64105 (“Crossroads”), and Citizens of the World KC Charter School, a Missouri public charter school, with its principal place of business at 3435 Broadway Blvd., Kansas City, MO 64111 (“CWCKC”) (individually “Party”, and collectively, the “Parties”).

WHEREAS, CWCKC is a Missouri public charter school serving approximately four hundred fifty (450) students and seeks temporary superintendent services for its 2026–2027 fiscal year;

WHEREAS, Crossroads is a Missouri public charter school, serving approximately one thousand one hundred (1,100) students, with the capacity to provide such temporary superintendent services; and

WHEREAS, CWCKC and Crossroads desire to enter into a cooperative agreement for the provision of superintendent services under the terms set forth herein.

NOW THEREFORE, in consideration of the mutual covenants and agreements contained herein, the Parties hereby agree as follows:

- 1. Authority.** This Agreement is entered into pursuant to the authority granted to Missouri public charter schools to contract and cooperate for the provision of services in furtherance of their public educational purposes and consistent with applicable Missouri law.
- 2. Purpose.** The purpose of this Agreement is to memorialize the terms and conditions upon which Crossroads shall provide the Services (defined below) to CWCKC, under the terms and conditions set forth herein.

3. Term

- 3.1. The initial term of this Agreement shall be for one fiscal year, beginning July 1, 2026 and ending June 30, 2027 (the “Term”), unless earlier terminated in accordance with this Agreement.
- 3.2. Upon mutual written agreement of the Parties and approval by each Party’s governing board, this Agreement may be renewed for one additional fiscal year on substantially similar terms, subject to any agreed-upon modifications.

4. Termination.

- 4.1. Either Party may terminate this Agreement without cause upon the terminating party’s delivery of written notice to the non-terminating party not less than sixty (60) days prior to the effective date of such termination. Upon termination of this Agreement, CWCKC shall pay Crossroads for the Services rendered by Crossroads through the effective date of termination. The payment made will represent the prorated amount for services rendered until the effective date of termination. No further obligations shall accrue except those that expressly survive the termination of this Agreement.

- 4.2. Should the current superintendent employed by Crossroads resign or otherwise terminate her employment with Crossroads, CWCKC shall have the option, exercisable upon CWCKC's delivery of written notice to Crossroads not more than thirty (30) days immediately following the effective date of such termination (the "Option Notice"), to (a) terminate this Agreement pursuant to Section 4.1, or (b) permit Crossroads to propose a qualified replacement superintendent to provide the Services under this Agreement, subject to CWCKC's review and approval.
- 4.3. If CWCKC elects to retain Crossroads to perform the Services following the termination of the superintendent currently employed by Crossroads pursuant to Section 4.2, Crossroads may continue to provide the Services for a reasonable transition period mutually agreed upon by the Parties, but no longer than thirty (30) days from the date of the CWCKC's delivery of the Option Notice. Notwithstanding Crossroads' employment of an interim or replacement superintendent, Crossroads shall continue to perform the Services subject to the same terms and conditions set forth herein unless otherwise agreed in writing.

5. Scope of Superintendent Services

- 5.1. Superintendent services (collectively referred to as the "Services") provided under this Agreement shall include, at a minimum:
 - Attendance at all regularly scheduled monthly board meetings of CWCKC.
 - Attendance at special board meetings of CWCKC, as reasonably requested.
 - Executive leadership and advisory services consistent with superintendent-level responsibilities, including, but not limited to decisions related to (i) planning, operation, supervision and evaluation of the education programs, services and facilities of CWCKC; (ii) appointment, termination and reorganization of the administrative and supervisory staff, including both instructional and non-instructional personnel; and (iii) providing instructional leadership for the attainment of student performance indicators adopted by DESE.
 - On-site and remote engagement at CWCKC as reasonably necessary to perform the Services described herein.
- 5.2. Services shall be performed in a professional manner consistent with applicable federal, state, and local laws, charter agreements, board policies (of each respective school), and generally accepted standards for public school superintendents.
- 5.3. In order to aid and assist Crossroads with the performance of the Services described herein, CWCKC shall provide Crossroads and its employee or agent assigned to perform the Services with the following:
 - Provide Crossroads adequate and private office space within CWCKC's premises to perform the Services.
 - Provide Crossroads the appropriate technology and materials required for the performance of the Services.

- Provide Crossroads with administrative support from the CWCKC staff and personnel.

6. School Calendar Coordination.

- 6.1. CWCKC and Crossroads have agreed to maintain the same or substantially similar school calendar for the 2026–2027 school year, including school breaks and professional development days, to support effective coordination of the Services under this Agreement.
- 6.2. Nothing in this Agreement shall obligate either Party to jointly provide professional development services. Should the Parties seek to collaborate regarding professional development, a separate written agreement shall be drafted and approved by the governing boards of both Parties to address the scope, responsibilities, and any associated costs of such services.
- 6.3. If this Agreement is extended to include the 2027–2028 school year, designated representatives of each Party shall meet in advance of adoption to discuss alignment of the school calendar for that year.

7. Employment Status and Responsibilities

- 7.1. Each party hereby acknowledges and agrees that the employee of Crossroads assigned to perform the Services described herein shall be and remain the employee of Crossroads, and while any such employee may work under the direction of CWCKC for the performance of the Services, such employee or agent shall have no authority to act on behalf of CWCKC in way that is in conflict with such employee's obligations to Crossroads.
- 7.2. Crossroads shall be solely responsible for the payment of the Superintendent's salary, benefits, payroll taxes, and all other employment-related obligations.

8. Compensation and Payment

- 8.1. In consideration for the performance of the Services provided under this Agreement, CWCKC shall pay Crossroads an amount equal to Sixty Thousand Dollars (\$60,000.00) during the Term of this Agreement payable in quarterly installments of Fifteen Thousand Dollars (\$15,000.00) payable on July 31, September 30, December 31 and March 31.
- 8.2. Except as expressly provided herein, no additional compensation or reimbursement shall be owed by CWCKC.

9. Confidentiality; Student Records; FERPA Compliance

- 9.1. Each Party shall maintain the confidentiality of all non-public information obtained in connection with this Agreement, including, without limitation, student records, personnel records, board materials, strategic plans, and other sensitive, proprietary, or confidential information.
- 9.2. The Parties acknowledge that Crossroads, when performing the Services under this Agreement, may have access to education records as defined by the Family Educational Rights and Privacy Act (FERPA), 20 U.S.C. § 1232g, and its implementing regulations.

For purposes of FERPA, Crossroads shall be deemed a school official with a legitimate educational interest. Access to student records shall be limited to that which is necessary to perform the Services under this Agreement, and all such records shall be protected in accordance with FERPA and applicable Missouri law.

9.3. Crossroads shall not disclose any proprietary or confidential data or information of CWCKC, including but not limited to student or staff information, to any third party except as required by federal or state law. The confidentiality obligations set forth in this Section shall survive the expiration or termination of this Agreement.

10. Nondiscrimination. The Parties acknowledge and agree that, in performing the Services under this Agreement, Crossroads shall not discriminate against any person on the basis of sex, race, religion, color, national origin, ancestry, age, disability, or any other status protected by applicable federal or state law.

11. Conflict of Interest. The Parties shall comply with all applicable conflict of interest laws, regulations, and board policies. Any actual or potential conflict of interest related to the Services performed under this Agreement shall be promptly disclosed to both governing boards. To the extent the services involve business between Crossroad and CWCKC, Superintendent will notify each Board respectfully prior to taking any action.

12. Record Retention. Each Party shall maintain records sufficient to document compliance with this Agreement and applicable law and shall make such records available for audit or inspection as required by law. The Parties shall cooperate in responding to lawful records requests, including Missouri Sunshine Law requests and required MOSIS data submissions and shall retain records in accordance with applicable state and federal retention schedules. Nothing in this Agreement shall be construed to require the disclosure of records that are confidential or closed under state or federal law.

13. Insurance.

13.1. Crossroads shall maintain throughout the Term of this Agreement general liability insurance with coverage limits of no less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate together with workers compensation insurance as required by the Revised Statutes of Missouri, and such policies shall (i) name CWCKC as an additional insured and (ii) provide that such policies shall not be terminated without providing thirty (30) days' prior written notice of such termination to CWCKC. On or before the initiation of the Term, Crossroads shall provide CWCKC written evidence of the existence and effectiveness of the insurance coverages set forth herein.

13.2. CWCKC shall maintain throughout the Term of this Agreement general liability insurance with coverage limits of no less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate together with workers compensation insurance as required by the Revised Statutes of Missouri, and such policies shall (i) name Crossroads as an additional insured and (ii) provide that such policies shall not be terminated without providing thirty (30) days' prior written notice of such termination to Crossroads. On or before the initiation of the Term, CWCKC shall provide Crossroads written evidence of the existence and effectiveness of the insurance coverages set forth herein.

14. Indemnification and Liability.

14.1. To the extent permitted by Missouri law, Crossroads shall indemnify and hold harmless CWCKC from claims, damages, or liabilities arising from the negligent acts or omissions of Crossroads in the performance of the Services under this Agreement. To the extent permitted by Missouri law, CWCKC shall indemnify and hold harmless Crossroads and its board of directors, officers and employees from all claims, damages, or liabilities, including attorney's fees, arising from CWCKC's breach of this Agreement or the negligent acts or omissions of CWCKC or its agents or employees in the performance of the terms and conditions of this Agreement.

14.2. Nothing in this Agreement shall be deemed to waive, limit, or modify sovereign immunity, official immunity, or any other defenses available to the Parties under Missouri law.

15. Dispute Resolution. Crossroads and CWCKC agree to cooperate in good faith in all actions relating to this Agreement. If a dispute should arise, Crossroads and CWCKC agree to use their best efforts to resolve such disputes in a fair and equitable manner by promptly initiating discussions between their representatives. This Agreement shall be governed by and construed in accordance with the laws of the State of Missouri.

16. Background Checks. Before Crossroads initiates work on the Services set forth in this Agreement, Crossroads shall ensure that any and all employee or representative of Crossroads engaged to perform the Services described herein that shall come into direct contact with a student of CWCKC shall have undergone a criminal background check in compliance with RSMo §168.133, and a copy of the results of such background checks will be made available upon CWCKC's request.

17. Binding Effect. The obligations, covenants, terms, conditions, provisions, and undertakings in this Agreement, or in any amendment, will be binding upon the parties' heirs, successors, and permitted assigns.

18. Entire Agreement; Amendments. This Agreement is the entire agreement of the parties and supersedes any prior or contemporaneous agreements between them, whether written or oral, with respect to the subject matter hereof. This Agreement may not be modified, replaced or rescinded except pursuant to a written instrument signed by a duly authorized representative of each party. If any provisions of this Agreement is determined by a court of competent jurisdiction or other adjudicative body to be invalid, such determination shall not affect the validity or enforceability of any other part or provision of this Agreement.

19. Board Approval. This Agreement shall not be effective unless and until approved by formal action of the governing boards of both Crossroads Charter Schools and Citizens of the World KC Charter School.

IN WITNESS WHEREOF, the Parties have executed this Agreement by their duly authorized representatives.

CROSSROADS CHARTER SCHOOLS

By: _____
Name: _____
Title: _____
Date: _____

CITIZENS OF THE WORLD KC CHARTER SCHOOL (CWCKC)

By: _____
Name: _____
Title: _____
Date: _____