



Crossroads Charter Schools

CCS Board Meeting

Date and Time

Monday October 26, 2026 at 5:00 PM CDT

Location

Crossroads Preparatory Academy: 816 Broadway Blvd. 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	
C. Review & Consideration of Proposed Agenda	Vote	Spark Bookhart	5 m
II. Public Comment			
III. Review & Consideration of Prior Meeting Minutes			5:05 PM
An addendum was added to for a presentation from the Development Committee to last months meeting minutes.			
A. Review & Approve September Board Meeting Minutes	Approve Minutes	Spark Bookhart	5 m

	Purpose	Presenter	Time
IV. Finance			5:10 PM
A. Review & Consideration of August Registers	Vote	Jillian Linn	5 m
B. Review of August Financials	Discuss	Latresse Yarbough	10 m
V. Development Committee			5:25 PM
A. Development Committee Presentation	FYI	Jacob Schwartz	10 m
VI. Superintendent Report			5:35 PM
A. Student Experience Presentation, Tysie McDowell	FYI	Danielle Miles	20 m
VII. Closed Session			5:55 PM
Pursuant to § 610.021(2) RSMo, the Board Committee will enter into closed session to discuss matters related to Real Estate.			
A. Roll Call Vote to Enter	Vote	Spark Bookhart	45 m
VIII. Return from Closed Session			6:40 PM
A. Report on Any Action Taken as Required	FYI	Spark Bookhart	5 m
IX. Closing Items			6:45 PM
A. Adjourn Meeting	Vote		

Coversheet

Review & Approve September Board Meeting Minutes

Section: III. Review & Consideration of Prior Meeting Minutes
Item: A. Review & Approve September Board Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Crossroads Charter Schools Board Meeting on September 28, 2026

DRAFT



Crossroads Charter Schools

Minutes

Crossroads Charter Schools Board Meeting

Date and Time

Monday September 28, 2026 at 5:00 PM

Location

Central Street Location

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

Trustees Present

C. Wright (remote), J. Linn (remote), J. Schwartz, L. Jacobs, S. Bookhart

Trustees Absent

D. Charity, F. Riobe, W. King

Non Voting Members Present

D. Miles, K. Jones

Guests Present

A. Rich, J. Leos, L. Yarbough

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 Sep 28, 2026 at 5:13 PM.

B.

Record Attendance

C. Review & Consideration of Proposed Agenda

Review and consider the amended September Agenda. A section was added to present from the Development Committee.

S. Bookhart made a motion to approve minutes with the addendum.

J. Schwartz seconded the motion.

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

II. Review & Consideration of Prior Meeting Minutes

A. Review & Approve August Board Meeting Minutes

C. Wright made a motion to approve the minutes from Crossroads Monthly Board Meeting on 08-24-26.

J. Schwartz seconded the motion.

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

III. Academic Excellence

A. Update on Meeting Cadence

Dr. Miles reported on behalf of the Academic Excellence chair. Academic Excellence committee will meet on the first Tuesdays on the month at noon; per the calendar invite. Development Committee

Mr. Schwartz presented on behalf of the development committee on the fourth Friday of the month at 8:30 am. They will present a full update next month.

IV. Finance

A. Review & Consideration of August Registers

J. Schwartz made a motion to approve the August check registers.

L. Jacobs seconded the motion.

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

B. Review of August Financials

Ms. Yarbough presented on the 2nd month of the fiscal year. Overall the financial forecasting is on target and healthy. Ms. Yarbough presented that the DOJ grant is closing out this year and we have allocated that income.

The Financial committee is looking for donations to raffle off for applicants who fill out the free and reduced lunch application. A link is active for the "FRL" Raffle which happens on November 16th.

Mr. Bookhart suggested a deadline for November 1st to gather those donations.

Mr. Bookhart presented a question around filling long-term sub positions. Ms. Yarbough clarified that the position stays vacant even if a long-term sub has filled the position.

Ms. Wright is asking for clarification about a 70k from Combat grant that was allotted for restorative justice in 2025-2026. She asked for an update on the program. Ms. Wright brought to attention that there should be reports on student behavior, who benefitted and what the results are.

Mr. Schwartz asked for clarification on what Ms. Wright is looking for a discussion or a presentation. Ms. Wright asked for both.

Mr. Bookhart asked Dr. Miles to followup with the restorative justice coordinator and the grants manager to find out the stated questions. Mr. Bookhart has requested that a meeting be held with Ms. Wright to cover that information.

Dr. Miles asked for clarification on exactly what has been asked for: Were objectives met, what was the money used for.

Mr. Schwartz suggested the Ms. Wright provide input on the restorative justice movement in the schools and provide insight on ways that the restorative justice program could be implemented.

Mr. Bookhart suggested that the first request be fulfilled and then the second part of that suggestion be addressed.

V. Superintendent Report

A. S.W.O.T. Academic Analysis and Recommendations

B. Organization S.W.O.T. Analysis and Recommendations

Dr. Miles presented a high level presentation on the S.W.O.T. analysis around Crossroads.

She highlighted that community, staff commitment, relationships and RWL are all key components of how Crossroads functions.

Dr. Miles focused on four domains. Academic and Student Experiences, People and Culture, Finance, Operations and Facilities, Governance and Community. She highlighted the collaboration and relationships remain strong across the board.

Dr. Miles followed up with achievement patterns. Proficient and Advanced was up this year across the board. There are strong areas of focus in ELA and Math.

Dr. Miles pointed out the disparity among race and those with IEPs and without. She noted that attendance across the campuses is a roadblock and is an area of growth. Dr. Jones presented his analysis on the academic S.W.O.T. He acknowledged that Crossroads has a history of collaboration and being people first and we are in the top 10 chart schools in the greater KC area. He highlighted RWL and how Crossroads has provided in house growing opportunities.

Dr. Jones pointed out some weaknesses that can be addressed. Platforms, alignment, old or incomplete curriculum, lack of communication with stakeholders, isolated practices silo'd in schools. Dr. Jones also acknowledged that attendance is a weakness.

Dr. Jones sees a few areas of opportunity. A continuous K-12 experience through creating a portrait of a graduate and refining the educators. Increased clubs and experiences for students is another opportunity of growth.

Dr. Jones presented threats that he has seen in the organization. Budgets and lack of

Dr. Jones presented a balanced score card. The score card has five points: building and district wide alignment to APR expectations; Implement a unified data system; strengthen and implement a consistent crossroads teaching and learning framework; develop and launch a crossroads portrait of a graduate. Last, increase student achievement by a minimum of 5 MAP index points.

Dr. Miles addressed the People and Culture of Crossroads. As a positive retention is about 76% and internal promotion is high. Pressure points include new principals need sustained coaching; teacher leaders need to be developed and there is an overall feeling of workload imbalances, overlapping roles and burnout.

Dr. Miles addressed Sustainability and Safe Space. She acknowledged that our finance processes function well; but would like to see less reliances on state revenue.

Dr. Miles pointed out the fact that we need to reprioritize the bond projects to address critical needs for improvement and safety measures. She also addressed the enrollment transitions and how we can retain students from prek-12.

Dr. Miles addressed our community assets in our relationships, diversity and family. In order to grow this area; explain the student experience from PK through graduation. Plan board succession and preserve institutional knowledge. Dr. Miles addressed that our marketing is lacking in story telling.

Dr. Miles proposed five work streams. Academic Performance; attendance, and acceleration. APR targets, standards, Instruction and Experience encompasses curriculum, summer school, AVID, RWL Pathways, Portrait of a Graduate and Enrichment. People and Systems includes staffing, roles, contracts, leader development,

feedback and procedures. Sustainability and space; balanced budget, contribution, revenue, facilities and safe spaces/ Governance highlighted PK-12 Identity, board succession, downtown relationships.

Dr. Miles opened the floor up for questions.

Mr. Bookhart deferred to his colleagues for questions.

Mr. Schwartz acknowledged the amount of work that went into the board presentation and appreciation for the effort in understanding the culture and landscape of Crossroads.

Ms. Wright also expressed gratitude around the presentation, willingness to learn and vulnerability towards Dr. Miles in the governance committee.

Ms. Linn shared that she appreciated the presentation.

Ms Jacobs also shared that she enjoyed the thoughtful presentation.

Mr. Bookhart also expressed his gratitude towards the team for their presentations. He acknowledged the quick ask for the presentation. Mr. Bookhart requested to hear what Dr. Miles found reason to pause or gave her tremendous hope.

Dr. Miles expressed her heartfelt appreciation to Ms. Yarbough for the amount of work she's put in and that Mr. Leos has been doing so much behind the scenes. She found the staffs familial vibes to be refreshing and encouraging. Finally, seeing downtown buildings turned into educational landscapes has brought her joy.

Dr. Jones was surprised at the lack of support the principals have; lack of SRO's and safety measures. Dr. Jones acknowledged that the principals are doing amazing with what they have; but wants them to feel supported and not burnout.

Mr. Bookhart acknowledged the historical and fast growth that Crossroads has experienced.

Mr. Bookhart expressed how shocked he was at the disparity at the achievement between Black and white students here at Crossroads. He asked for targeted attention on why this is happening.

Dr. Miles addressed that our curriculum is free and opened source and is not best for all students, she also acknowledged that our teachers need PD on teaching all kids. She sees a lack of data support so that teachers, principals and support staff can see the disparity in numbers. Dr. Miles passionately elaborated that she does not care that this is an issue across the states; she believes we can do better and will do better.

Dr. Jones questioned if students are kindergarten ready and identifying those students as they come into Crossroads; and do we have programs that support these gaps.

Mr. Bookhart asked for clarification on the data system alignment.

Dr. Jones clarified that he is not saying there has never been a system alignment; but that it is silo'd in people and buildings. Principals have not had easy access to the data they need in a quick pace.

Mr. Schwartz is suggesting for for a larger discussion on this disparity.

Mr. Bookhart expressed gratitude to the principals for showing up for the board meeting tonight.

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:49 PM.

Respectfully Submitted,
C. Wright

Coversheet

Review & Consideration of August Registers

Section:	IV. Finance
Item:	A. Review & Consideration of August Registers
Purpose:	Vote
Submitted by:	
Related Material:	2026.09 CCS CheckRegisterbyType.pdf

Crossroads Charter Schools

Check Register by Type

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10/05/2026 2:07 PM

Posted; Journal Code CD; Processing Month 09/2026

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81104594	09/12/2026	X			CROSSFIRST	CROSSFIRST BANK	39,418.80
81104595	09/04/2026	X			ACCIDENT	ACCIDENT FUND	3,829.80
81104603	09/28/2026	X			ZHOUB	Zhou B Art Center	787.50
81104604	09/02/2026	X			HARTFORD	THE HARTFORD INSURANCE COMPANY	5,211.23
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88881524	09/01/2026	X			AMERGIS	Amergis Healthcare Staffing, Inc.	2,760.00
88881525	09/01/2026	X			MIDCON	MID-CON MANAGEMENT LLC	6,295.00
88881526	09/01/2026	X			BRIDGGI	Bridging the Gap Interpreting	320.00
88881527	09/01/2026	X			DANACOLEMA	DANA COLEMAN CONSULTING	400.00
88881528	09/01/2026	X			INVICTUS	Invictus TLC, LLC	1,350.00
88881529	09/01/2026	X			WASTEMANG	WM WASTE MANAGEMENT	19.21
88881530	09/01/2026	X			MIDCON	MID-CON MANAGEMENT LLC	3,945.00
88881531	09/01/2026	X			SHOWME	SHOWME KC SCHOOLS	125.00
88881639	09/01/2026	X			CINTAS	CINTAS CORP	1,360.07
88881640	09/01/2026	X			GRAINGER	GRAINGER	93.15
88881641	09/01/2026	X			GRAINGER	GRAINGER	37.03
88881642	09/01/2026	X			GRAINGER	GRAINGER	35.00
88881785	09/01/2026	X			SOLI	SOLI AND SOLI INC	107.00
88881786	09/01/2026	X			MIDWEST	MIDWEST TECHNOLOGY CONNECTION	55.00
88881787	09/01/2026	X			STRASSER	STRASSER TRUE VALUE	133.87
88882077	09/01/2026	X			ATRONIC	ATRONIC ALARMS INC	130.00
88882078	09/01/2026	X			OGLETREE	OGLETREE, DEAKINS, NASH, SMOAK & STEWART, P.C.	212.40
88882079	09/01/2026	X			DILLSTE	Stephanie Dillard	315.00
88882080	09/01/2026	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	457.50
88882081	09/01/2026	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	460.08
88882082	09/01/2026	X			MOHAMO	Mohamad Mohamed	720.00
88882083	09/01/2026	X			AMERDINING	AMERICAN FOOD & VENDING CORP	1,505.00
88882084	09/01/2026	X			PEARSON	PEARSON EDUCATION INC	1,980.00
88882085	09/01/2026	X			INDUSTRYSP	Industry Specific Solutions	3,020.00
88882086	09/01/2026	X			MEDICOACH	MEDI COACH TRANSPORT SERVICES	18,332.27
88882087	09/01/2026	X			RWI	Real World Initiatives	27,936.02
88882088	09/01/2026	X			OPERBREAK	OPERATION BREAKTHROUGH	34,510.88
88882089	09/01/2026	X			UPPERROOM	UPPER ROOM, INC.	242,110.57
88882090	09/01/2026	X			HIGENE	HI-GENE'S JANITORIAL	39,616.15
88882091	09/01/2026	X			AMAZON	AMAZON	2,486.60
88890591	09/08/2026	X			MYCHIEF	MY CHIEF PEOPLE OFFICER	875.00
88890592	09/08/2026	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	20.60
88890593	09/08/2026	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	62.65
88890594	09/08/2026	X			GREENEXPEC	GREEN EXPECTATIONS LANDSCAPING	208.58
88890595	09/08/2026	X			VELOCITI	Velociti Services	4,023.27
88890596	09/08/2026	X			VELOCITI	Velociti Services	1,269.34
88890597	09/08/2026	X			VELOCITI	Velociti Services	6,221.66
88890598	09/08/2026	X			NAEHCY	NAEHCY	714.00
88890599	09/08/2026	X			CCF	CCF	3,814.12

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Check Register by Type

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88890603	09/08/2026	X			PLAZAACADE	THE PLAZA ACADEMY	1,400.00
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88890605	09/08/2026	X			MCREALTY	MC REALTY GROUP, LLC	37.59
88890606	09/08/2026	X			STRASSER	STRASSER TRUE VALUE	90.98
88890607	09/08/2026	X			STRASSER	STRASSER TRUE VALUE	105.68
88890608	09/08/2026	X			STRASSER	STRASSER TRUE VALUE	53.49
88890734	09/08/2026	X			CINTAS	CINTAS CORP	168.83
88890735	09/08/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	125.00
88890736	09/08/2026	X			CINTAS	CINTAS CORP	1,037.33
88890737	09/08/2026	X			CINTAS	CINTAS CORP	813.27
88890808	09/08/2026	X			OTIS	OTIS ELEVATOR	648.39
88890809	09/08/2026	X			OFFICEPROD	OFFICE PRODUCTS ALLIANCE	976.29
88890810	09/08/2026	X			SOLI	SOLI AND SOLI INC	333.00
88891073	09/08/2026	X			ONTHEGO	On the Go Transporting LLC	200.00
88891074	09/08/2026	X			DILLSTE	Stephanie Dillard	225.00
88891075	09/08/2026	X			FBKCSPORTS	FBKC SPORTS TENANT, LLC	255.00
88891076	09/08/2026	X			HIGENE	HI-GENE'S JANITORIAL	635.00
88891077	09/08/2026	X			BLUESYMPH	CC - BLUE SYMPHONY LLC	1,120.00
88891078	09/08/2026	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	1,453.13
88891079	09/08/2026	X			INDUSTRYSP	Industry Specific Solutions	1,812.00
88891080	09/08/2026	X			DONALD	DONALD E MAXWELL, LLC	4,032.00
88891081	09/08/2026	X			EDOPS	EdOps	16,574.00
88891082	09/08/2026	X			HIGENE	HI-GENE'S JANITORIAL	1,745.00
88891083	09/08/2026	X			AMAZON	AMAZON	12,217.31
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88913601	09/15/2026	X			AMERGIS	Amergis Healthcare Staffing, Inc.	2,760.00
88913602	09/15/2026	X			THYSSELEV	THYSSENKRUPP ELEVATOR CORP	478.10
88913603	09/15/2026	X			SPIRE	SPIRE	290.28
88913604	09/15/2026	X			DANACOLEMA	DANA COLEMAN CONSULTING	3,700.00
88913605	09/15/2026	X			MCC	METROPOLITAN COMMUNITY COLLEGE	1,028.50
88913606	09/15/2026	X			TPCINT	TPC Interiors, Inc	210.00
88913607	09/15/2026	X			CARTROS	Rosalind Carter	195.00
88913608	09/15/2026	X			KCWATER	KCMO WATER SERVICES DEPARTMENT	731.65
88913609	09/15/2026	X			OMEGA	OMEGA DOOR AND HARDWARE INC.	287.77
88913610	09/15/2026	X			AVIDCENTER	AVID CENTER	5,460.00
88913611	09/15/2026	X			VELOCITI	Velociti Services	3,102.85
88913612	09/15/2026	X			VELOCITI	Velociti Services	2,091.30
88913613	09/15/2026	X			VELOCITI	Velociti Services	6,669.26
88913614	09/15/2026	X			STODDARDFA	Stoddard Family Therapy, LLC	3,680.00
88913615	09/15/2026	X			STODDARDFA	Stoddard Family Therapy, LLC	1,840.00
88913616	09/15/2026	X			CTRIACHIEV	CTRI ACHIEVE	12,980.00
88913617	09/15/2026	X			HANOVER	THE HANOVER INSURANCE CO	3,489.50
88913618	09/15/2026	X			HANOVER	THE HANOVER INSURANCE CO	1,839.60
88913619	09/15/2026	X			K12SOLUTIO	K-12 Solutions Group	650.00
88913620	09/15/2026	X			AMMICRO	Vital Records	52.95
88913733	09/15/2026	X			GRAINGER	GRAINGER	1,604.30
88913734	09/15/2026	X			CINTAS	CINTAS CORP	104.17
88913735	09/15/2026	X			CINTAS	CINTAS CORP	168.83
88913736	09/15/2026	X			CINTAS	CINTAS CORP	140.53
88913737	09/15/2026	X			CINTAS	CINTAS CORP	104.17
88913738	09/15/2026	X			CINTAS	CINTAS CORP	140.53
88913805	09/15/2026	X			K12ITC	K12 ITC, INC.	15,793.50
88913806	09/15/2026	X			VICINITY	VICINITY/VEOLIA ENERGY	594.51
88913807	09/15/2026	X			OTIS	OTIS ELEVATOR	683.00
88914112	09/15/2026	X			VOYAGER	VOYAGER SOPRIS LEARNING	770.00
88914113	09/15/2026	X			WASHLAK	LaKesha Washington	1,250.00

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89007775	09/22/2026	X			MYBRIDGE	MY BRIDGE	200.00
89007776	09/22/2026	X			EICHLAW	Lawrence Eichner	240.00
89007777	09/22/2026	X			CHILDRENS	CHILDREN'S CENTER FOR VISUALLY IMPAIRED, INC	315.23
89007778	09/22/2026	X			MCKERUS	Russell McKenzie	2,400.00
89007779	09/22/2026	X			AMERGIS	Amergis Healthcare Staffing, Inc.	2,208.00
89007780	09/22/2026	X			CCF	CCF	2,898.36
89007781	09/22/2026	X			ENERGIZE	Energize Electronics	395.00
89007782	09/22/2026	X			RANGREW	Rang Rewards	2,375.00
89007783	09/22/2026	X			MCREALTY	MC REALTY GROUP, LLC	7,551.85
89007784	09/22/2026	X			KJETT	K JETT SERVICES	210.00
89007857	09/22/2026	X			CINTAS	CINTAS CORP	140.53
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89007859	09/22/2026	X			CINTAS	CINTAS CORP	168.83
89007860	09/22/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	95.00
89007861	09/22/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	125.00
89007862	09/22/2026	X			GRAINGER	GRAINGER	148.33
89007863	09/22/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	100.00
89007864	09/22/2026	X			SMITHEREEN	SMITHEREEN PEST MANAGEMENT	95.00
89007922	09/22/2026	X			K12ITC	K12 ITC, INC.	21,390.26
89007923	09/22/2026	X			OTIS	OTIS ELEVATOR	1,962.52
89008154	09/22/2026	X			GRANBRA	Brandy Granados	25.00
89008155	09/22/2026	X			FRANNIC	Nicholas Franco	225.00
89008156	09/22/2026	X			DILLSTE	Stephanie Dillard	225.00
89008157	09/22/2026	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	457.50
89008158	09/22/2026	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	460.08
89008159	09/22/2026	X			PEOPLEREAD	PeopleReady Inc	796.89
89008160	09/22/2026	X			DEFFEN	DEFFENBAUGH DISPOSAL SERV	1,051.38
89008161	09/22/2026	X			INDUSTRYSP	Industry Specific Solutions	1,208.00
89008162	09/22/2026	X			SIEMENS	SIEMENS INDUSTRY, INC	1,959.00
89008163	09/22/2026	X			ATRONIC	ATRONIC ALARMS INC	1,992.91
89008164	09/22/2026	X			KVC	KVC NILES	2,881.50
89008165	09/22/2026	X			SPENCER	SPENCER FANE BRITT & BROWNE LLP	3,912.00
89008166	09/22/2026	X			CAUSEWAYST	Causeway Strategies LLC	7,500.00
89008167	09/22/2026	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	8,680.00
89008168	09/22/2026	X			UICS	UNITED INNER CITY SERVICES	22,425.07
89008169	09/22/2026	X			MEDICOACH	MEDI COACH TRANSPORT SERVICES	24,011.78
89008170	09/22/2026	X			DWONLITTL	Dwon Littlejohn	450.00
89008171	09/22/2026	X			ONTHEGO	On the Go Transporting LLC	600.00
89008172	09/22/2026	X			AMERDINING	AMERICAN FOOD & VENDING CORP	10,756.27
89008173	09/22/2026	X			SHERWOOD	Sherwood Autism Center	13,523.54
89008174	09/22/2026	X			BISTCOR	BIST / Cornerstones of Care	4,500.00
89008175	09/22/2026	X			POLISHKC	Polish KC, LLC	6,243.00
89008176	09/22/2026	X			AMAZON	AMAZON	4,496.84
89029350	09/29/2026	X			OMEGA	OMEGA DOOR AND HARDWARE INC.	137.68
89029351	09/29/2026	X			STRASSER	STRASSER TRUE VALUE	84.12
89029352	09/29/2026	X			STRASSER	STRASSER TRUE VALUE	19.22
89029353	09/29/2026	X			STRASSER	STRASSER TRUE VALUE	64.58
89029354	09/29/2026	X			STRASSER	STRASSER TRUE VALUE	174.94
89029355	09/29/2026	X			STRASSER	STRASSER TRUE VALUE	140.31

Crossroads Charter Schools

Check Register by Type

Page: 4

10/05/2026 2:07 PM

Posted; Journal Code CD; Processing Month 09/2026

User ID: KATIE

Payee Type: Vendor		Check Type: Check			Checking Account ID: 13		
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89029359	09/29/2026	X			VELOCITI	Velociti Services	1,387.48
89029360	09/29/2026	X			VELOCITI	Velociti Services	4,772.77
89029361	09/29/2026	X			CARTROS	Rosalind Carter	195.00
89029362	09/29/2026	X			DMCSERV	DMC Services	261.00
89029363	09/29/2026	X			ENERGIZE	Energize Electronics	395.00
89029364	09/29/2026	X			WESTLAKE	WESTLAKE ACE HARDWARE	129.22
89029365	09/29/2026	X			ALLECAR	Carlene Allen	50.00
89029366	09/29/2026	X			ALLECAR	Carlene Allen	20.00
89029367	09/29/2026	X			SIGNPRO	Sign Pro LLC	1,275.00
89029368	09/29/2026	X			SIGNPRO	Sign Pro LLC	1,460.00
89029369	09/29/2026	X			PROAIR	Pro Air Inc	303.24
89029370	09/29/2026	X			MIDCON	MID-CON MANAGEMENT LLC	3,820.00
89029457	09/29/2026	X			CINTAS	CINTAS CORP	144.14
89029458	09/29/2026	X			CINTAS	CINTAS CORP	175.01
89029459	09/29/2026	X			CINTAS	CINTAS CORP	146.47
89029460	09/29/2026	X			CINTAS	CINTAS CORP	562.27
89029461	09/29/2026	X			CINTAS	CINTAS CORP	746.19
89029462	09/29/2026	X			CINTAS	CINTAS CORP	649.53
89029510	09/29/2026	X			K12ITC	K12 ITC, INC.	540.00
89029511	09/29/2026	X			OTIS	OTIS ELEVATOR	502.47
89029512	09/29/2026	X			LEXINGTON	LEXINGTON PLUMBING & HEATING CO INC	220.00
89029513	09/29/2026	X			STRASSER	STRASSER TRUE VALUE	321.48
89029774	09/29/2026	X			YARBLAT	LaTresse Yarbough	62.00
89029775	09/29/2026	X			FSG	FACILITY SOLUTIONS GROUP	731.22
89029776	09/29/2026	X			POLKJAI	Jailyn Polk	1,250.00
89029777	09/29/2026	X			ESTRLIL	Lillian Estrada	1,250.00
89029778	09/29/2026	X			PAYPOOL	PAYPOOL	1,419.99
89029779	09/29/2026	X			INDUSTRYSP	Industry Specific Solutions	1,716.00
89029780	09/29/2026	X			21STCENT	21ST CENTURY THERAPY, P.C.	3,763.00
89029781	09/29/2026	X			FLEXIBLEDU	FLEXIBLE EDUCATORS	7,920.50
89029782	09/29/2026	X			AMERDINING	AMERICAN FOOD & VENDING CORP	18,947.00
89029783	09/29/2026	X			HIGENE	HI-GENE'S JANITORIAL	29,886.15
89029784	09/29/2026	X			AMAZON	AMAZON	2,490.28
89031832	09/30/2026	X			BAILSHI	ShiAnne Bailey	1,875.00
89031833	09/30/2026	X			WASHLAK	LaKesha Washington	2,500.00
89031834	09/30/2026	X			RWI	Real World Initiatives	27,936.02
89031835	09/30/2026	X			OPERBREAK	OPERATION BREAKTHROUGH	34,510.88
89031836	09/30/2026	X			UPPERROOM	UPPER ROOM, INC.	242,110.57
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Coversheet

Review of August Financials

Section:	IV. Finance
Item:	B. Review of August Financials
Purpose:	Discuss
Submitted by:	
Related Material:	CCS - Monthly Presentation - September 2026.pptx



September 2026 Financials

PREPARED **OCT'26** BY



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

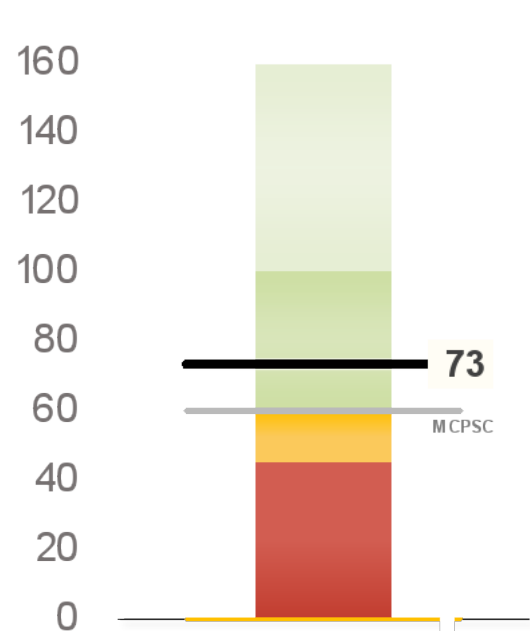
Executive Summary

- Crossroads maintains a healthy overall financial position with \$5.59M in forecasted ending cash and 73 days of cash on hand, exceeding the recommended 60-day target, and a projected ending fund balance of \$5.58M.
- Crossroads shows a forecasted net income reached \$998K (\$235K above budget) with a 3.4% gross margin, driven by total revenues outperforming expectations by \$1.82M.
- Combined WAM/WADA (CW/W) was reduced to 1419 (matching DESE's FY26 FCW/W calculation) against a budgeted target of 1470. While the current forecast uses \$15,150 per pupil, DESE is currently paying \$15,720 per pupil. Per pupil revenue adjustments are pending to account for potential Prior Year Corrections (PYC).

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

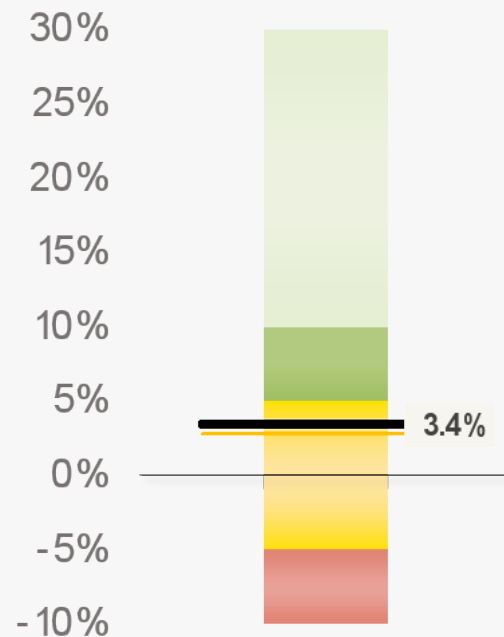


73 DAYS OF CASH AT YEAR'S END

The school will end the year with 73 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

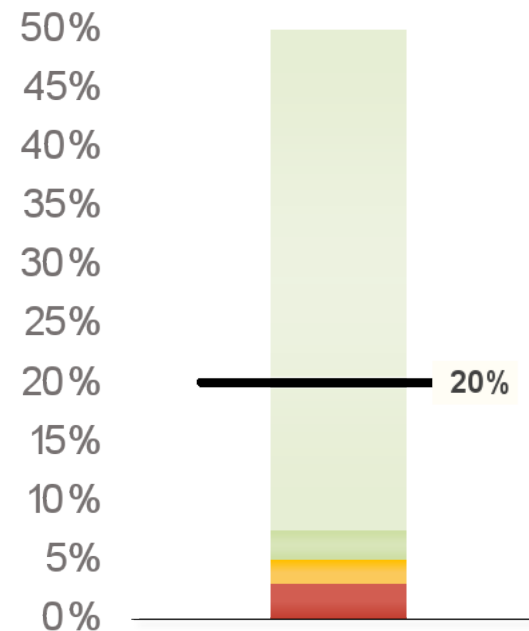


3.4% GROSS MARGIN

The forecasted net income is \$988k, which is \$235k above the budget. It yields a 3.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses

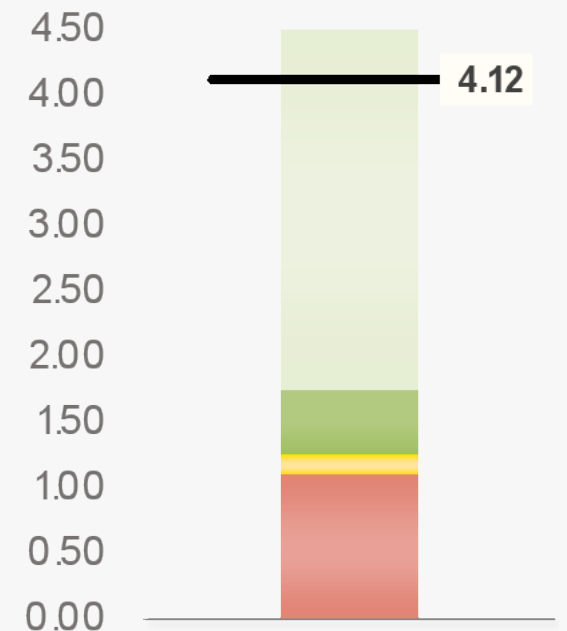


20.06% AT YEAR'S END

The school is projected to end the year with a fund balance of \$5,576,785. Last year's fund balance was \$4,588,619.

DSCR

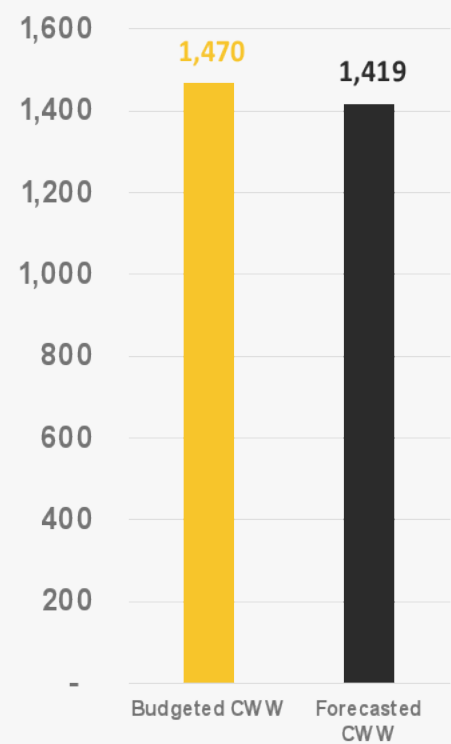
Amount of cash flow available to meet annual interest and principal payments on debt



DSCR IS 4.12

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

Student Expectations



The school now forecasts 1419 a combined WAM_ WADA (CW/W) for SY26-27. The budget CW/W target was 1470.

\$410K Less Per-Pupil Funding Than Expected

	Current Forecast	SY26-27 Budget	Difference	Financial Gain / (Loss)
CW/W (Combined WAM WADA)	1419	1470	-51	
\$/CW/W	15150	14900		
Sponsor Fee	199617	199617		
Prior Year Correction	0	0		
Basic Formula	21,291,558	21,702,042		-410k

Employee Position Status



Vacant: 5

Budgeted, but unhired

- Paraprofessional - Kindergarten
- Teacher - 1-5 STEM 2
- Teacher - HS Math (Algebra I)
- Middle School/High School Counselor
- Instructional Coach



Unbudgeted: 0

Unbudgeted, hired employees



Removed: 3

Budgeted, but no current plan to fill

- Teacher - 4th Grade 1
- Teacher - 5th Grade MATH
- Paraprofessional - SPED

Forecast Overview

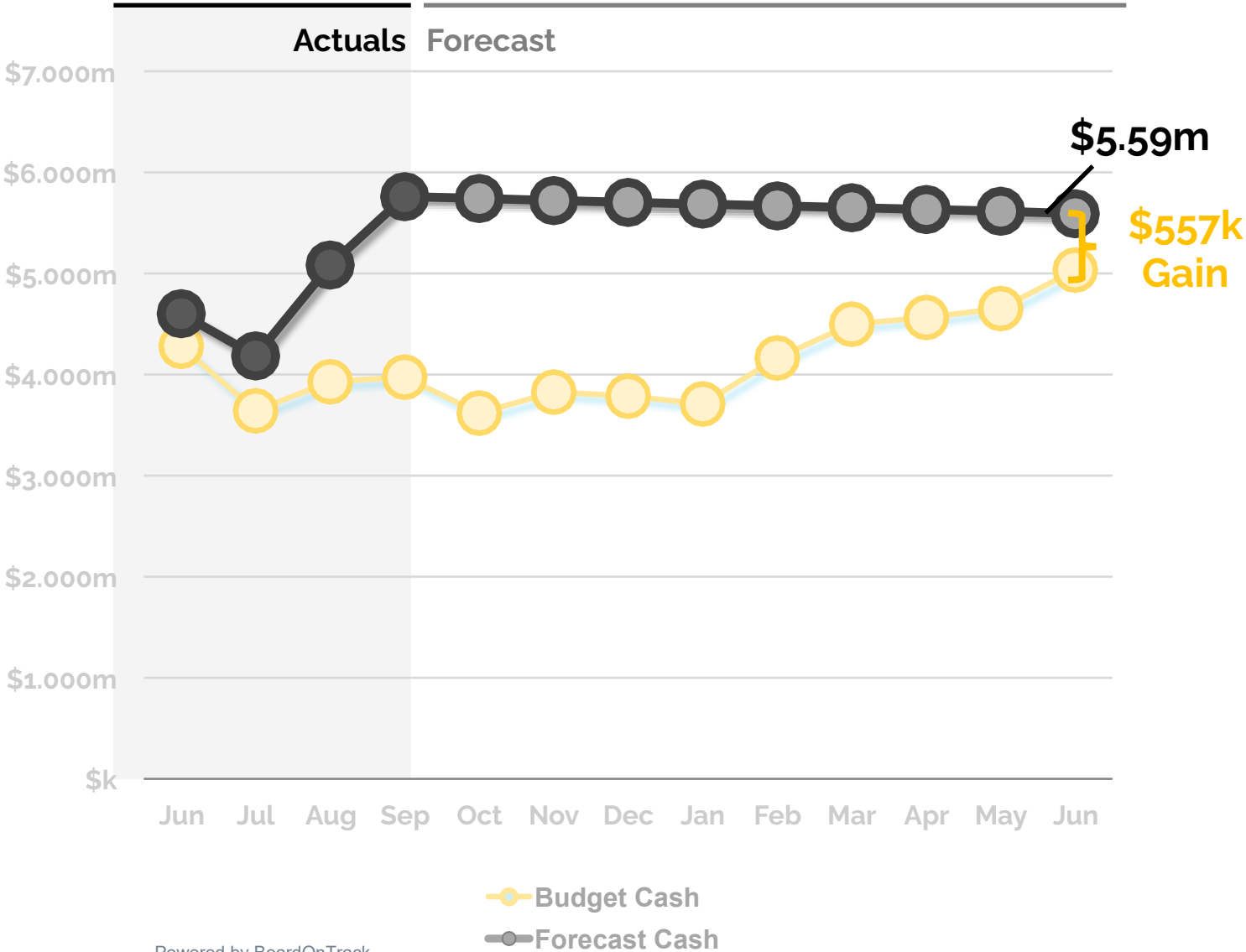


	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$28.8m	\$27m	\$1.8m		Bond Revenue (\$1.8M)
Expenses	\$27.8m	\$26.2m	-\$1.6m		Bond Expenses (\$1.8M) slightly mitigated by Summer School Expense Reduction.
Net Income	\$988k	\$753k	\$235k		
Cash Flow Adjustments	0	0	0		
Change in Cash	\$988k	\$753k	\$235k		

73 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$5.6m**, **\$557k** above budget.

The school entered the year in a strong cash position, exceeding budget by \$319K due to prior-year timing differences in Title grant collections and expense settlements. Building on this initial boost and strong year-to-date operating performance, the forecasted year-end cash balance has increased to \$5.6M (\$557K above budget), reinforcing the school's long-term financial stability with 73 days of cash.



Key Forecast Changes This Month

The September forecast **decreased** the year-end cash expectation by \$296k. Key revenue changes:

<i>Annual Change</i>	<i>Category</i>	<i>Impact On Cash</i>
544,261 less cash	State Revenue CWW for Summer School Reduced.	\$544k
22,454 more cash	Earned Fees Gallery Space Rental	\$22k
20,000 less cash	Federal Revenue DOJ Grant Reduced	\$20k

Key Forecast Changes This Month

The September forecast **decreased** the year-end cash expectation by \$296k. Key expense changes:

<i>Annual Change</i>	<i>Category</i>	<i>Impact On Cash</i>
292,711 more cash	Student Expense, Direct Summer School Expense reduction to match revenue reduction.	\$293k
22,599 less cash	Salaries Inadvertently removed a position. Reinstated this month.	\$23k
20,993 less cash	Office & Business Expense Bank, Cobra, Miscellaneous fees	\$21k
17,818 more cash	Occupancy Service Reclass budget to Facility Improvements	\$18k
14,884 less cash	Facility Improvements Expenses budged in Occupancy Service	\$15k

	<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	589,605	564,704	24,901	2,338,739	2,258,817	79,922	1,749,134	75%
State Revenue	5,641,504	4,985,514	655,989	22,307,169	22,468,543	(161,374)	16,665,666	75%
Federal Revenue	224,282	209,167	15,114	1,256,970	1,208,857	48,113	1,032,688	82%
Private Grants and Donations	185,704	100,000	85,704	1,000,000	1,000,000	(0)	814,296	81%
Earned Fees	1,826,233	3,150	1,823,083	1,884,896	31,500	1,853,396	58,663	3%
Total Revenue	8,467,328	5,862,536	2,604,792	28,787,775	26,967,717	1,820,057	20,320,447	
Expenses								
Salaries	2,390,844	2,500,373	109,529	9,853,779	10,001,493	147,714	7,462,935	76%
Benefits and Taxes	712,139	803,680	91,541	3,136,622	3,214,719	78,097	2,424,483	77%
Staff-Related Costs	111,970	57,290	(54,680)	244,406	229,162	(15,244)	132,436	54%
Rent	32,136	39,256	7,120	157,024	157,024	0	124,888	80%
Occupancy Service	2,383,877	420,088	(1,963,789)	3,474,083	1,680,351	(1,793,732)	1,090,206	31%
Student Expense, Direct	1,070,211	1,646,274	576,063	6,535,837	6,585,095	49,258	5,465,627	84%
Student Expense, Food	53,543	62,000	8,457	620,000	620,000	(0)	566,457	91%
Office & Business Expense	330,049	302,055	(27,994)	1,244,684	1,208,220	(36,464)	914,636	73%
Transportation	77,673	219,587	141,913	2,045,866	2,045,866	0	1,968,193	96%
Total Ordinary Expenses	7,162,441	6,050,603	(1,111,839)	27,312,302	25,741,930	(1,570,372)	20,149,861	74%
Interest	118,256	118,106	(151)	472,423	472,423	0	354,167	75%
Facility Improvements	14,884	-	(14,884)	14,884	-	(14,884)	1	0%
Total Extraordinary Expenses	133,140	118,106	(15,034)	487,307	472,423	(14,884)	354,167	73%
Total Expenses	7,295,581	6,168,708	(1,126,873)	27,799,609	26,214,353	(1,585,256)	20,504,028	
Net Income	1,171,747	(306,173)	1,477,919	988,166	753,364	234,802	(183,581)	
Cash Flow Adjustments	(14,680)	-	(14,680)	0	-	0	14,680	
Change in Cash	1,157,066	(306,173)	1,463,239	988,166	753,364	234,802	(168,901)	

Crossroads Charter Schools - CCS Board Meeting - Agenda - Monday October 26, 2026 at 5:00 PM													
Income Statement	Actual			Forecast									TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Revenue													
Local Revenue	200,352	117,401	271,851	194,348	194,348	194,348	194,348	194,348	194,348	194,348	194,348	194,348	2,338,739
State Revenue	1,493,740	1,579,013	2,568,751	1,851,741	1,851,741	1,851,741	1,851,741	1,851,741	1,851,741	1,851,741	1,851,741	1,851,741	22,307,169
Federal Revenue	69,932	93,045	61,304	114,743	114,743	114,743	114,743	114,743	114,743	114,743	114,743	114,743	1,256,970
Private Grants and Donations	61,237	54,320	70,148	90,477	90,477	90,477	90,477	90,477	90,477	90,477	90,477	90,477	1,000,000
Earned Fees	2,646	1,805,901	17,686	6,518	6,518	6,518	6,518	6,518	6,518	6,518	6,518	6,518	1,884,896
Total Revenue	1,827,908	3,649,680	2,989,740	2,257,827	2,257,827	2,257,827	2,257,827	2,257,827	2,257,827	2,257,827	2,257,827	2,257,827	28,787,775
Expenses													
Salaries	811,401	789,110	790,333	828,126	831,526	828,126	828,126	828,126	828,126	828,126	828,126	834,526	9,853,779
Benefits and Taxes	234,749	237,647	239,743	269,304	269,564	269,304	269,304	269,304	269,304	269,304	269,304	269,794	3,136,622
Staff-Related Costs	48,212	37,773	25,985	14,715	14,715	14,715	14,715	14,715	14,715	14,715	14,715	14,715	244,406
Rent	7,972	7,282	16,882	13,876	13,876	13,876	13,876	13,876	13,876	13,876	13,876	13,876	157,024
Occupancy Service	833,034	1,393,976	156,867	121,134	121,134	121,134	121,134	121,134	121,134	121,134	121,134	121,134	3,474,083
Student Expense, Direct	157,291	122,360	790,560	607,292	607,292	607,292	607,292	607,292	607,292	607,292	607,292	607,292	6,535,837
Student Expense, Food	0	13,046	40,498	62,940	62,940	62,940	62,940	62,940	62,940	62,940	62,940	62,940	620,000
Office & Business Expense	109,518	122,609	97,921	101,626	101,626	101,626	101,626	101,626	101,626	101,626	101,626	101,626	1,244,684
Transportation	7,040	4,611	66,023	218,688	218,688	218,688	218,688	218,688	218,688	218,688	218,688	218,688	2,045,866
Total Ordinary Expenses	2,209,217	2,728,415	2,224,810	2,237,701	2,241,361	2,237,701	2,237,701	2,237,701	2,237,701	2,237,701	2,237,701	2,244,591	27,312,302
Operating Income	-381,310	921,266	764,931	20,126	16,466	20,126	20,126	20,126	20,126	20,126	20,126	13,236	1,475,473
Extraordinary Expenses													
Interest	39,419	39,419	39,419	39,352	39,352	39,352	39,352	39,352	39,352	39,352	39,352	39,352	472,423
Facility Improvements	0	0	14,884	0	0	0	0	0	0	0	0	0	14,884
Total Extraordinary Expenses	39,419	39,419	54,302	39,352	39,352	39,352	39,352	39,352	39,352	39,352	39,352	39,352	487,307
Total Expenses	2,248,636	2,767,834	2,279,112	2,277,053	2,280,713	2,277,053	2,277,053	2,277,053	2,277,053	2,277,053	2,277,053	2,283,943	27,799,609
Net Income	-420,728	881,847	710,628	-19,226	-22,886	-19,226	-19,226	-19,226	-19,226	-19,226	-19,226	-26,116	988,166
Cash Flow Adjustments	2,996	16,288	-33,964	1,631	1,631	1,631	1,631	1,631	1,631	1,631	1,631	1,631	0
Change in Cash	-417,732	898,134	676,664	-17,595	-21,255	-17,595	-17,595	-17,595	-17,595	-17,595	-17,595	-24,485	988,166
Ending Cash	4,185,356	5,083,490	5,760,155	5,742,560	5,721,305	5,703,711	5,686,116	5,668,522	5,650,927	5,633,333	5,615,738	5,591,254	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	4,603,088	5,760,155	5,591,254
Total Current Assets	4,603,088	5,760,155	5,591,254
Total Assets	4,603,088	5,760,155	5,591,254
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	14,469	-211	14,469
Total Current Liabilities	14,469	-211	14,469
Total Long-Term Liabilities	0	0	
Total Liabilities	14,469	-211	14,469
Equity			
Unrestricted Net Assets	4,588,619	4,588,619	4,588,619
Net Income	0	1,171,747	988,166
Total Equity	4,588,619	5,760,366	5,576,785
Total Liabilities and Equity	4,603,088	5,760,155	5,591,254



QUESTIONS?

Please contact your EdOps Finance Team:

Tracy Null

tracy@ed-ops.com

913.484.2362

EdOps 2017-2027

- Has the school incurred any new debt since the last report?
 - No
- If new debt has been incurred, confirm that it has been entered into the Accountability Portal.
 - N/A