CROSSROADS
Youth & Family Services, Inc.

CORPORATE BOARD MEETING

May 27, 2025

5:30 PM

AGENDA

I. Call to Order

II. Approval of Minutes

A. February 25, 2025 Board Meeting
B. April 29, 2025 Board Meeting

III. Acceptance of Financial Reports

A. March, 2025

IV. Standing Business

A. Discussion and/or Action re: Approval of Proposed Facility Projects Including Equipment Purchases Over $5000.
B. Discussion and/or Action re: Approval of Report on Policy Council Meeting from Board Liaison/Policy Council Member.

V. Consent Agenda

A. Discussion and/or Action re: Acceptance of the Head Start Director's Report for February, March and April 2025.
   1. Enrollment
   2. Facilities
   3. Accidents
   4. Volunteer In-Kind
   5. Average Daily Attendance
   6. Meals Served (CACFP)
   7. (90) Day Screenings

B. Discussion and/or Action re: Acceptance of the Youth Services Program Statistical and Counseling Statistics for February, March and April, 2025.
C. Discussion and/or Action re: Acceptance of the Medicaid Audit.
   1. 1st Quarter 7-1-24 to 9-30-24
   2. 2nd Quarter 10-1-24 to 12-31-24
   3. 3rd Quarter 1-1-25 to 3-31-25
D. Discussion and/or Action re: Acceptance of the 401 (K) Savings Plan Statement of Changes in Net Assets Monthly Ending January, February and March, 2025.
E. Discussion and/or Action re: Acceptance of the Minutes of the 2nd Quarter Program Evaluation Committee Meeting on February 19, 2025.
F. Discussion and/or Action re: Update to Agency Policies for CARF Review. (Crossroad Website Board Link – Updates are highlighted)
   1. BHOP
   2. Technology System Plan
G. Discussion and/or Action re: Acceptance of the 3rd Quarter Incident/Accident Report for Jan, Feb, Mar. 2025.
H. Discussion and/or Action re: DHHS, ACF-OHS-IM-25-03, Promoting Healthy Nutrition for HS Children and Families.
I Discussion and/or Action re: DHHS, ACF-OHS-IM-25-04, Expanding Education Freedom and Opportunities for Families in Head Start Programs.
J. Discussion and/or Action re: Approval of HS/EHS Budget Revision.

VI. <u>Old Business</u>

A. Discussion and/or Action re: Stroud Building Update.

VII. <u>New Business</u>

A. Discussion and/or Action re: Youth Services Updates
   1. Counseling
   2. CERC
B. Discussion and/or Action re: Approval of the 2023 Management Report.
C. Discussion and/or Action re: Acceptance of the Employee Satisfaction Survey.
D. Discussion and/or Action re: Approval of the 990 due May 15, 2025 (Sent and approved by Board emails.)
E. Discussion and/or Action re: 2025 CARF Survey for Head Start.
F. Discussion and/or Action re: Update of Federal Office of Head Start and the Executive Branch.

G. Discussion and/or Action re: Update the Financial Policies to reflect an equipment purchase threshold that requires Federal approval up to $10K.
H. Discussion and/or Action: Nomination of Cassie Rigsby, C.P.A to the Crossroads Board of Directors.
I. Discussion and/or Action re: Other Business Not Known at Time of Agenda Preparation.

VIII. Announcement

IX. Adjournment

Crossroads Youth & Family Services, Inc.

BOARD MEETING MINUTES

February 25, 2025

BOARD MEMBERS PRESENT: Andrea Marler (Chair), Dana Moore (Vice Chair), Phyllis Weaver (Treasurer), Leroy Giles (Past Chair), Joseph Blanchard, Ron Faulk, Becky Van Hoosen, Laura Ingram
OTHERS PRESENT: Wendy Swatek, Kate Butler, Terrie Vicknair, John Griffith, Denise McClure, Jennifer Prince, Tydree Lewis

I. <u>Call to Order</u>
Chair Andrea Marler determined that a quorum was present, and the meeting was called to order at 5:35 PM.

II. <u>Presentation of the Independent Audit</u>
The Independent Audit was presented by Kyle Hubble of Rose Rock, CPA's.

III. <u>COR, PQA and CLASS Period 1 Presentation</u>
The COR, PQA and CLASS was presented by Education Coordinators, Juanita Bostick, Brandi Brocker and Leanne Condray.
A motion to accept the COR, PQA and CLASS, Period I Presentation was made by Treasurer Phyllis Weaver; followed by a second, the motion carried.

IV. <u>Approval of the Minutes of the November 19, 2024 Meeting.</u>
A. November 19, 2024 Board Meeting
A motion to approve the Minutes of the November 19, 2024 Board Meeting was made by Ron Faulk; followed by a second, the motion carried.
B. February 11, 2025 Board/Zoom Meeting
A motion to approve the Minutes of the February 11, 2025 Board/Zoom Meeting was made by Laura Ingram; followed by a second, the motion carried.

V. <u>Acceptance of Financial Reports</u>
A. October, 2024
B. November, 2024
C. December, 2024
D. Youth Services Budget Revision
The October 2024 and November 2024 Financials were presented by CFO John Griffith at the January 23, 2025 Finance Meeting and sent to the Board via email for approval.

CFO John Griffith presented the December 2024 Financial Reports and the Youth Services Budget Revision.
A motion to accept the Financial Reports and the Youth Services Budget Revision was made by Laura Ingram; followed by a second, the motion carried.

VI. Standing Business

A. **Discussion and/or Action** re: Approval of Proposed Facility Projects Including Equipment Purchases Over $5,000.

1. Agra Turf: $11,035.75
2. Maud Turf: $8125.00
3. Maud Flooring: Estimated $7,200.00
4. Seminole (Strothers) Flooring: Estimated $14,000.00

A motion to approve the Proposed Facility Projects Including Equipment Purchases Over $5,000 was made by Ron Faulk; followed by a second, the motion carried.

B. **Discussion and/or Action re:** Approval of Report on Policy Council Meeting from Board Liaison/Policy Council Member:
No Policy Council Report due to non-quorum for meeting.

VII. Consent Agenda

A. **Discussion and/or Action re:** Acceptance of the Head Start Director's Report for November and December 2024 and January 2025.

1. Enrollment
2. Facilities
3. Accidents
4. Volunteer In-Kind
5. Average Daily Attendance
6. Meals Served (CACFP)

B. **Discussion and/or Action re:** Acceptance of the Youth Services Program Statistical and Counseling Statistics for November and December, 2024 and January, 2025.

C. **Discussion and/or Action re:** Acceptance of ACF-OHS-PI-24-07, Final Rule to Delay Effective Date for Increasing the CLASS Instructional Support Domain Competitive Threshold.

D. **Discussion and/or Action re:** ACF-OHS-PI-25-01 dated January 6, 2025; Child Care and Development Fund; Head Start; Construction and Major Renovation Procedures for Indian Tribes, AIAN.

E. **Discussion and/or Action re:** ACF-OHS-IM-25-01 dated January 14, 2025; Child Care and Development Fund; CCDF; Tribal Lead Agencies: AIAN, HS

Region XI; Tribal Home Visiting; Food Security; Indigenous Food Sovereignty.

F. **Discussion and/or Action re:** ACF-OHS-IM-25-02 dated January 17, 2025; Fiscal Year 2025 Monitoring, CLASS.

G. **Discussion and/or Action re:** Notice of Award #06CH012479; Non-Competing Continuation.

H. **Discussion and/or Action re:** Acceptance of the 401K Savings Plan Statement of Changes in Net Assets Available for Plan Benefits Month Ended October 2024.

I. **Discussion and/or Action re:** Acceptance of the 2nd Quarter Incident/Accident Report for October, November and December, 2024.

J. **Discussion and/or Action re:** Acceptance of the Review of Accessibility Plan and Information Report for FY 2025.

K. **Discussion and/or Action re:** Volunteer and Community Relations Coordinator Job Description Update.

L. **Discussion and/or Action re:** Approval of Malpractice and Violations of the Code of Ethics for the Period of February 21, 2024 – February 20, 2025.

A motion to approve the Consent Agenda was made by Laura Ingram; followed by a second, the motion carried.

VIII. **Old Business**

A. Discussion and/or Action re: Stroud Building Update

Executive Director Wendy Swatek stated were all set to attend the Temporary Injunction Hearing when the Judge had to recuse herself because of a matter of conflict of interest. While Mrs. Hammerly has lost another attorney and still refuses to litigate, so we cannot move forward. Our Attorney fees are over $46K, however our renovation/update of the property exceeds this amount, so we must move on. No motion required.

IX. **New Business**

A. **Discussion and/or Action re:** Youth Services Updates

1. Counseling

No update for Counseling as Director Jennifer Foster was not in attendance.

2. Shelter

Director of Shelter Services Tydree Lewis stated things are going well. We have four residents who have resided there for over 3 months. Norman Bible Church provides our residents with a lot of activities and outing opportunities. They planned outings for them during the Spring Break. We really appreciate all they do for our organization. No motion required.

B. **Discussion and/or Action re:** Annual Review and Approval of All Organization Plans. (Crossroads Website Board Link)
   1. Organizational Quality Policies
   2. Human Resources Polices
      a. Youth Services
      b. HS/EHS Personnel Policies
   3. Health and Safety Polices
   4. Financial Policies
   5. Behavioral Health Outpatient Program Policies
   6. Emergency Youth Shelter Policies and Procedures
   7. Governance
   8. Job Descriptions

   A motion to accept the Annual Review of All Organizational Plans was made by Laura Ingram; followed by a second, the motion carried.

C. **Discussion and/or Action re:** TSET Discovery Grant Update.

ED Wendy Swatek stated Heather Ariyeh of Monster Soup LLC has a work history with our Board Chair Andrea Marler, and reached out to her about Crossroads submitting the TSET Grant on Heather's behalf. ED Wendy Swatek stated that Heather did not have established audits and the significance of what is required to apply for a TSET Grant.

This was discussed at the February 11, 2025 Board/Zoom Call. A motion was made to approve the permission to seek the grant. Provided in this Board Packet are two Resume's and Heather's outline on what the program entails.

Monster Soup LLC slideshow was presented by Heather Ariyah. She stated they are a Youth Public Health Leadership Organization and the mission is to train youth in doing public heath project's, so they can make a change in their own communities. The slide included Board Member information, Pier to Pier Coping Skills Workshops, Pediatric Partners Initiative, Podcast and Social Media projects pertaining to education on the effects/risk of Marijuana and alcohol, dispensary laws, voter education, Spanish speaking community outreach, among others.

Laura Ingram asked about oversight. ED Wendy Swatek stated she is on our organizational chart under our Clinical Director. However, all reporting requirements will be directly thru TSET. We will be receiving the funds from TSET that will be dispersed to Monster Soup LLC, minus our 15% administrative fee.

Past Chair Leroy Giles stated that his concern is this does not align within the scope of our Mission Statement and perhaps we will partner again with others who may not fit the scope of our mission.

Chair Andrea Marler stated that our mission is to also support youth and families in the prevention realm. She stated we will not open Crossroads as a fiscal agent to anyone that wants to do grants underneath us. She said prevention is so important and our Head Start Family Advocates and Shelter Services do just that by providing protective factors that lowers the risk of making poor choices later in life. This aligns with Heathers organization and she agreed to also work with our youth shelter residents and set up an advisory council.

ED Wendy stated we already receive a TSET grant (OAYS office administers) and each month we submit a claim and they disperse the check to us. ED Wendy Swatek believes that Heather's organization lines up with our Youth Services part of the organization and OAYS want us to focus more on prevention. This dovetails well within our scope of the organization. This is a three-year grant and Heather is actively applying for other grants as well. Heather assured the Board she will work very hard to insure the success of this program.

D. **Discussion and/or Action re:** Acceptance of the 2nd Quarter 10-24 to 12-31-24 Medicaid Audit. (to be tabled)

E. **Other Business Not Known at Time of Agenda Preparation.**
No other Business at time of Agenda Preparation.

X. **Announcements**
No announcements

XI. **Adjournment**
There being no further business, the meeting was adjourned by Chair Andrea Marler at 7:11 PM.

Chairman of the Board

Andrea Marler, Board Chair

Crossroads Youth & Family Services, Inc.

SPECIAL MEETING OF THE BOARD OF DIRECTORS

April 29, 2025

BOARD MEMBERS PRESENT: Andrea Marler (Chair) Dana Moore (Vice-Chair), Leroy Giles (Past-Chair), Phyllis Weaver (Treasurer), Ron Faulk, Becky Van Hoosen, Phyllis Weaver, Ashley McCarter
OTHERS PRESENT: Wendy Swatek, Kate Butler, John Griffith, Terrie Vicknair, Jennifer Foster, Jennifer Prince, Denise McClure

I. Call to Order

Chair Andrea Marler determined that a quorum was present, and the meeting was called to order ay 5:32pm.

II. Announcement

Executive Director Wendy Swatek updated the Board about NHSA concerning the potential zeroing out of Head Start in the President's 2026 Budget. (i.e., Leaked press document).
Executive Director Wendy Swatek asked the Board to do their part and reach out to their constituents, friends, family members to help spread the word in support of our program.
No Motion Required.

III. Acceptance of Financial Reports

A. February 2025
Chief Financial Officer John Griffith presented the February 2025 Financial Reports.
A motion to accept the February 2025 Financial Reports was made by Dana Treasurer Phyllis Weaver; followed by a second, the motion carried.

IV. Approval of the 2025 Benefits Consulting RFP

A. RFP Responses
Director of Administrative Services Kate Butler presented the 2025 Benefits Consulting RFP. Kate stated five responses were received and this is for the people that provide our benefits consulting. Past Chair Leroy Giles requested more details be provided for future reference. Kate stated with much research and consideration on our part, we have chosen Gallagher Benefit Services.
A motion to approve the 2025 Benefits Consulting RFP was made by Becky Van Hoosen with the suggestion to inform the currently selected carrier we

will shop/compare plans for the 2026/27 year. The motion was followed by a second; the motion carried.

V. <u>Adjournment</u>

There being no further business, the meeting was adjourned by Chair Andrea Marler at 6:06 pm.

leanne pence

Leanne Pence, Board Secretary

Crossroads Head Start

February 28,2025

Total Page

Head Start recap by county	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130% - ^)		Pending
								EHS Transitions	WL	EHS Transistions	WL	EHS Transistions	W L	
Cleveland	102	89	5	5	99	0	3	15	45	0	8	1	19	3
Comanche	153	130	6	15	151	2	0	2	9	0	0	0	3	8
Lincoln	85	47	6	11	64	1	20	1	2	0	0	0	8	3
Pottawatomie	136	128	5	3	136	0	0	7	30	0	0	0	23	8
Seminole	34	32	1	0	33	1	0	1	0	0	1	0	2	1
Total	510/95%	426	23	34	483	4	23	26	86	0	9	1	55	23

Crossroads Early Head Start
February 28,2025
Total Page

Head Start recap by county	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130% - ^)	Pending
Cleveland	64	62	0	0	62	2	0	34	3	20	15
Comanche	104	88	5	0	93	3	8	3	0	3	2
Lincoln	16	11	1	3	15	1	0	7	1	2	1
Pottawatomie	76	68	0	0	68	0	8	64	0	15	5
Seminole	40	40	0	0	40	0	0	9	0	5	1
Total	300/92%	269	6	3	278	6	16	117	4	45	24

Crossroads Head Start
February 28,2025

Cleveland County HS	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Main St.	51	48	2	1	51	0	0	12	30	0	7	1	3	1
Moore	34	29	2	3	34	0	0	2	15	0	1	0	9	1
Noble	17	12	1	1	14	0	3	1	0	0	0	0	7	1
Totals	102	89	5	5	99	0	3	15	45	0	8	1	19	3

Crossroads Head Start
February 28,2025

Comanche County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Beginnings	51	41	5	5	50	1	0	1	2	0	0	0	0	
Education Engine 1/6 cr closed	68	61	1	6	68	0	0	0	6	0	0	0	3	5
Summit Ridge	34	28	0	5	33	1	0	1	1	0	0	0	0	3
Total	153	130	6	15	151	2	0	2	9	0	0	0	3	8

Crossroads Head Start
February 28,2025

Pottawatomie County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Bethel	17	17	0	0	17	0	0	0	0	0	0	0	6	0
Learning Tree	17	17	0	0	17	0	0	0	0	0	0	0	0	0
Maud	17	13	2	1	17	0	0	0	2	0	0	0	0	0
Neighborhood	17	16	1	0	17	0	0	0	0	0	0	0	0	0
Tecumseh	17	17	0	0	17	0	0	2	4	0	0	0	4	0
Union St.	51	48	2	1	51	1	0	5	24	0	0	0	13	8
Total	136	128	5	3	136	0	0	7	30	0	0	0	23	8

Crossroads Head Start
February 28,2025

Lincoln County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Agra	17	10	1	5	16	0	1	1	0	0	0	0	0	1
Davenport	34	12	4	1	17	0	17	0	1	0	0	0	8	0
Prague	17	14	0	2	16	0	1	0	1 age	0	0	0	0	2
Stroud	17	11	1	3	15	1	1	0	0	0	0	0	0	0
County Total	85	47	6	11	64	1	20	1	2	0	0	0	8	3
Seminole County														
Seminole	34	32	1	0	33	1	0	1	0	0	1	0	2	1
County Total	34	32	1	0	33	1	0	1	0	0	1	0	2	1

Crossroads Early Head Start
February 28,2025

Cleveland County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Baby Steps	16	15	0	0	15	1	0	2	0	1	1
Main	24	23	0	0	23	1	0	16	2	7	4
Moore	16	16	0	0	16	1	0	13	1	8	9
Noble	8	8	0	0	8	0	0	3	0	4	3
Total	64	62	0	0	62	2	0	34	3	20	15

Crossroads Early Head Start
February 28,2025

Comanche County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Beginnings	24	21	3	0	24	0	0	0	0	0	0
Children's Chateau	32	28	1	0	29	0	3	2	0	0	0
Education Engine	32	23	1	0	24	3	5	1	0	2	2
Summit Ridge	16	16	0	0	16	0	0	0	0	1	0
Total	104	88	5	0	93	3	8	3	0	3	2

Crossroads Early Head Start
February 28,2025

Pottawatomie County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Bethel	8	8	0	0	8	0	0	5	0	0	0
Learning Tree	36	36	0	0	36	0	0	48	0	13	5
Neighborhood	8	8	0	0	8	0	0	0	0	0	0
Union St	8	8	0	0	8	0	0	0	0	0	0
Tecumseh	8	8	0	0	8	0	0	8	0	2	0
Maud(not open)	8	0	0	0	0	0	8	3	0	0	0
Total	76	68	0	0	68	0	8	64	0	15	5

Crossroads Early Head Start
February 28,2025

Lincoln County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Agra Not Open	8	4	1	3	8	0	0	0	0	0	0
Prague	8	7	0	0	7	1	0	7	1	2	1
Lincoln Total	16	11	1	3	15	1	0	7	1	2	1
Seminole County											
Seminole EHS	32	32	0	0	32	0	0	9	0	4	1
Seminole Wrangler	8	8	0	0	8	0	0	0	0	0	0
Total	40	40	0	0	40	0	0	9	0	5	1

Total OI

HS/ 34 out of 48 EHS/ 3 out of 27

HEAD START/ EARLY HEAD START
DIRECTOR'S REPORT
February 2025

Enrollment Summary

Funded Enrollment: 810
HS 510 EHS 300

(See enrollment spreadsheet for detailed breakdown)

Facilities Summary
See facility update for details

Cleveland County

Baby Steps Teen Parent Program
No major facility issues at this time.

Main Street Head Start/Early Head Start
No major facility issues at this time.

Noble Head Start
No major facility issues at this time

Moore Head Start/Early Head Start
No major facility issues at this time

Pottawatomie county

Union Street Head Start
No major facility issues at this time.

Bethel Head Start
No major facility issues at this time.

Neighborhood Head Start
No major facility issues at this time.

Tecumseh Head Start
No major facility issues at this time.

Maud Head Street
No major facility issues at this time.
The new site is 75% completed

Learning Tree Head Start/Early Head Start
No major facility issues at this time.

Seminole County

Seminole Strother Early Head Start

Replacing the walk-in Fridge/Freezer with regular units due to the walk-in going out and is non repairable.

Seminole Wrangler HS/EHS

No major facility issues at this time

Comanche County

Beginnings

No major facility issues at this time

Children's Chateau Early Head Start

No major facility issues at this time

Education Engine

No major facility issues at this time

Summit Ridge Head Start

No major facility issues at this time

Lincoln County

Agra

No major facility issues at this time.

Davenport

No major facility issues at this time

Stroud

No major facility issues at this time.

Prague

No major facility issues at this time.

Volunteer in-kind documentation

(See attached volunteer/in-kind spreadsheet for detailed breakdown)

Accident Report Summary

(See attached accident spreadsheet for detailed breakdown)

Terrie Vicknair, HS/EHS Program Director Date

2024-2025 Accidents

HS/EHS CENTERS	August			Sept.			Oct.			Nov.			Dec.			Jan.			Feb.			March			April			May			June			July			Yearly Totals
	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	
Cleveland County																																					
Baby Steps	0	0	0	0	0	1	0	0	1	0	0	1	0	0	3	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
Main	0	0	5	0	0	17	0	0	25	0	1	23	0	1	29	0	0	13	0	0	19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	133
Moore	0	0	3	1	0	9	0	0	0	0	0	5	0	0	4	0	0	4	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27
Noble	0	0	3	0	0	2	0	0	2	0	0	1	0	0	2	0	0	4	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Comanche County																																					
Beginnings Academy	0	0	5	0	0	5	0	0	11	0	0	6	0	0	10	0	0	10	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	53
Children's Chateau	0	0	3	0	0	12	0	0	6	0	0	2	0	0	6	0	0	1	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	36
Education Engine	0	0	6	0	0	16	0	0	6	0	0	2	0	0	0	0	0	2	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	39
Summit Ridge	0	0	0	0	0	6	0	0	3	0	0	4	0	0	5	0	0	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	24
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lincoln County																																					
Agra	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Davenport	0	0	0	0	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
Prague	0	0	2	0	0	2	0	0	5	0	1	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
Stroud	0	0	0	0	0	1	0	0	0	0	2	1	0	1	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8
TOTAL	0	0	0	1	0	74	0	0	61	0	4	46	0	2	62	0	0	38	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	338

2024-2025 Accidents

HS/EHS CENTERS	August			Sept.			Oct.			Nov.			Dec.			Jan.			Feb.			March			April			May			June			July			Yearly Totals
	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	
Pottawatomie County																																					

Bethel	0	0	5	0	0	14	0	0	40	0	0	23	0	0	10	0	0	13	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	107
Learning Tree	0	0	9	0	0	17	1	0	11	0	0	4	0	0	6	0	0	5	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	57
Maud	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Neighborhood EHS	0	0	12	0	0	2	0	0	2	0	0	3	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	22
Neighborhood HS	0	0	2	0	0	4	0	0	5	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12
Tecumseh	0	0		0	0	2	0	0	3	0	0	2	0	0	0	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
Union	0	0	6	0	0	4	0	0	4	0	0	2	0	0	7	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	26
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Seminole County																																					
Seminole EHS	0	0	7	0	0	1	0	0	4	0	0	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16
Seminole HS Wrangle	0	0	2	0	0	13	0	0	6	0	0	6	0	0	0	0	0	7	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38
Totals	0	0	43	0	0	57	1	0	75	0	0	44	0	0	24	0	0	32	0	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	289
Grand Total	0	0	45	1	0	131	1	0	80	0	1	45	0	2	83	0	0	70	0	0	63	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	522

Report: Accident Report for Policy Council

Location (Site)	Date	Incident Type	Describe Cause of Injury
Baby Steps EHS	2/03/25	Minor	Lost balance while on climber and fell, hitting forehead on the carpet.
Baby Steps EHS	2/25/25	Minor	Lost balance on the climber and fell .
Baby Steps EHS	2/27/25	Minor	Tripped while on the playground.
Baby Steps EHS	2/27/25	Minor	tripped while running on the playground.
Beginnings Academy EHS	2/04/25	Minor	fell while climbing climber hitting nose on floor
Beginnings Academy EHS	2/25/25	Minor	was hit with a toy by another child
Beginnings Academy HS	2/03/25	Minor	was hit by another child when going up the slide
Beginnings Academy HS	2/04/25	Minor	was hit in the eye by other child's head when reaching for the same toy
Beginnings Academy HS	2/20/25	Minor	child was hit with toy when playing with a friend
Beginnings Academy HS	2/27/25	Minor	child was at the bottom of the slide when a friend came down before he could get up hitting him on the head
Bethel Acres EHS	2/11/25	Minor	fell and hit face on the carpet
Bethel Acres EHS	2/24/25	Minor	child bite him
Children's Chateau EHS	2/11/25	Minor	scratched by another child when he was trying to move him from the slide
Children's Chateau EHS	2/11/25	Minor	child bumped head on play house area door
Children's Chateau EHS	2/13/25	Minor	fell and bit his lip
Children's Chateau EHS	2/26/25	Minor	fell while running hitting head on rocking chair
Children's Chateau EHS	2/27/25	Minor	child was stuck between the shelf then he scratched his eye
Children's Chateau EHS	2/27/25	Minor	child was bit when trying to get a friends toy
Education Engine EHS	2/05/25	Minor	fell off seasaw hitting below her eye with handle
Education Engine EHS	2/20/25	Minor	child tripped over toy
Education Engine EHS	2/21/25	Minor	child was washing hands when another bit her
Education Engine EHS	2/28/25	Minor	child fell while running for a ball
Education Engine HS	2/05/25	Minor	child was hit by another child when he tried taking their busy box from them

Location (Site)	Date	Incident Type	Describe Cause of Injury
Education Engine HS	2/21/25	Minor	was pinched by restroom door when another child closed the door
Education Engine HS	2/21/25	Minor	child said a child scratched her
Learning Tree EHS	2/10/25	Minor	another child hit him with a toy
Learning Tree EHS	2/25/25	Minor	another child scratched his face
Learning Tree EHS	2/26/25	Minor	fell and hit the side of the sink
Learning Tree HS	2/27/25	Minor	scratched by classmate
Main Street EHS	2/03/25	Minor	Received cut/scratch while in conflict with another child.
Main Street EHS	2/05/25	Minor	Child took a peers shoe and was bit.
Main Street EHS	2/10/25	Minor	Said a child scratched him.
Main Street EHS	2/10/25	Minor	Child lost balance while climbing, hit the table edge.
Main Street EHS	2/28/25	Minor	Bumped lip while on climber.
Main Street HS	2/04/25	Minor	A child hit him while playing.
Main Street HS	2/06/25	Minor	While dancing, lost balance and fell.
Main Street HS	2/06/25	Minor	While putting on jackets, teacher noticed scratch. Child did not know how she got it.
Main Street HS	2/07/25	Minor	A child hit him at snack.
Main Street HS	2/07/25	Minor	A child pinched her while at lunch
Main Street HS	2/07/25	Minor	A child threw a chair, hitting him on the back.
Main Street HS	2/10/25	Minor	Raised up from under the table and hit right cheek.
Main Street HS	2/10/25	Minor	Reached under the table and bumped her head on the way back up.
Main Street HS	2/11/25	Minor	Hit by a peer on the carpet.
Main Street HS	2/11/25	Minor	A peer scratched her during work time.
Main Street HS	2/13/25	Minor	Bumped into another child.
Main Street HS	2/13/25	Minor	Bumped into a peer wile playing.
Main Street HS	2/24/25	Minor	Bumped into a peer while playing.
Main Street HS	2/24/25	Minor	Bumped into a peer while playing.

Location (Site)	Date	Incident Type	Describe Cause of Injury
Moore EHS	2/11/25	Minor	Hit her head on a toy .
Noble HS	2/05/25	Minor	A peer scratched him while working.
Noble HS	2/21/25	Minor	Scratched by a peer during work time.
Noble HS	2/28/25	Minor	Scratched by peer while running and playing.
Seminole HS	2/06/25	Minor	2/10/2025 Ashlee Allen Child got finger pinched on the dollhouse.
Seminole HS	2/21/25	Minor	2/24/2025 Ashlee Allen Child hit his head on the cot.
Seminole HS	2/25/25	Minor	2/25/2025 Ashlee Allen Teacher accidently scratched her when picking her up.
Seminole HS	2/28/25	Minor	3/03/2025 Ashlee Allen Child fell off the tricycle and hit his chin.
Stroud HS	2/04/25	Minor	2/04/2025 Ashlee Allen Child tripped over a chair and hit his face (eyebrow) on the table.
Summit Ridge EHS	2/06/25	Minor	child fell when jumping off the climber
Summit Ridge HS	2/21/25	Minor	was hit by a toy block when a child swung around with it in his hand
Summit Ridge HS	2/25/25	Minor	child collided with another child causing a nosebleed
Tecumseh EHS	2/26/25	Minor	pulled a chair over on him
Tecumseh HS	2/10/25	Minor	another child scraped him with a toy
Tecumseh HS	2/26/25	Minor	he bumped his head
Union Street HS	2/25/25	Minor	tried to get off the circle bikes and was drug around

Crossroads Head Start/Early Head Start
Volunteer Inkind Report
Dec-24

Location	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Total	Annual Goal	% Achieved
Early Head Start															
Agra EHS	-	-	-	-	-	-	-	-	837.00	1,505.71	1,462.67	1,860.62	5,666.00	5,162.40	109.8%
Baby Steps EHS	3,586.79	5,017.21	4,285.87	3,355.56	2,000.43	2,333.84	790.51	2,989.92	4,775.29	3,274.93	3,850.29	3,215.77	39,476.41	10,324.80	382.3%
Beginnings Academy EHS	2,000.43	2,807.06	3,995.48	3,253.39	2,027.32	2,382.23	1,134.68	1,946.69	4,167.71	2,817.90	2,957.68	4,113.84	33,604.41	15,487.20	217.0%
Bethel EHS	1,693.91	1,882.13	2,403.74	2,220.91	1,957.41	1,946.66	408.69	1,032.51	1,844.51	1,274.48	935.72	1,150.80	18,751.47	5,162.40	363.2%
Children's Chateau	3,627.16	4,108.41	3,844.91	4,893.53	3,667.46	2,936.12	1,209.96	3,726.65	5,001.13	5,619.48	2,457.57	4,140.70	45,233.08	20,649.60	219.1%
Education Engine EHS	4,296.62	4,054.64	6,124.97	5,893.07	4,355.78	4,355.78	1,919.80	3,113.60	5,383.01	3,640.64	3,135.15	3,447.02	49,720.08	15,487.20	321.0%
First Start EHS	1,419.66	1,537.97	1,962.79	1,656.27	1,398.15	984.08	-	-	-	-	-	-	8,958.92	8,958.92	100.0%
Learning Tree EHS	4,834.59	5,721.66	5,506.56	5,216.18	5,355.99	3,511.51	1,430.47	5,969.10	7,448.10	5,318.43	7,431.75	7,356.49	65,100.83	23,230.80	280.2%
Main Street EHS	4,976.64	-	8,448.05	5,275.33	4,194.07	4,796.73	2,176.42	5,834.64	6,065.28	6,345.83	5,022.85	5,037.25	58,173.09	20,649.60	281.7%
Maud EHS	-	-	-	-	-	-	-	-	-	-	-	-	-	5,162.40	0.0%
Moore EHS	2,366.10	2,019.85	1,247.58	3,387.83	2,091.85	2,075.72	564.67	1,930.56	2,419.91	3,463.12	3,280.31	3,689.01	28,536.51	15,487.20	184.3%
Neighborhood EHS	935.69	1,172.30	855.02	736.72	967.95	602.28	408.71	726.01	693.73	1,086.29	483.99	822.77	9,491.46	5,162.40	183.9%
Noble EHS	1,236.83	1,016.35	602.28	1,511.08	1,537.97	2,027.32	527.00	2,086.49	2,064.96	1,548.71	2,134.88	1,575.60	17,869.47	5,162.40	346.1%
Prague EHS	43.02	311.90	731.34	37.64	1,032.48	193.59	21.52	1,177.69	2,479.03	1,564.88	1,769.19	2,151.04	11,513.32	5,162.40	223.0%
Seminole EHS	1,543.34	2,425.25	2,296.19	1,790.71	2,473.65	1,473.44	677.60	2,538.21	3,968.66	1,597.16	1,876.81	1,564.87	24,225.89	20,649.60	117.3%
Seminole WR EHS	1,285.22	1,140.03	1,403.53	1,021.73	1,075.50	994.84	946.46	1,371.26	1,629.38	1,591.74	1,500.33	1,462.68	15,422.70	5,162.40	298.8%
Summit Ridge EHS	602.28	1,032.48	1,145.41	1,188.43	1,156.16	763.61	376.44	1,693.93	2,575.89	2,409.14	2,226.34	1,763.85	16,933.96	10,324.80	164.0%
Tecumseh EHS	204.35	365.67	1,328.24	1,231.45	1,183.05	1,016.35	360.30	1,532.58	1,914.40	2,199.40	1,468.04	1,629.39	14,433.22	5,162.40	279.6%
Union Street EHS	1,898.26	1,747.69	1,387.40	1,591.74	1,355.13	1,317.49	446.35	1,156.18	2,032.72	1,102.39	1,048.62	1,575.62	16,659.59	5,162.40	322.7%
SubTotal	36,550.89	36,360.60	47,569.36	44,261.57	37,830.35	33,711.59	13,399.58	38,826.02	55,300.71	46,360.23	43,042.19	46,557.32	479,770.41	207,711.32	231.0%
Head Start															
Agra HS	897.69	1,683.16	1,774.58	338.78	-	-	489.37	1,559.49	2,102.63	1,828.35	769.00	1,618.64	13,061.69	10,970.10	119.1%
Beginnings Academy HS	3,199.61	3,898.69	3,608.30	1,758.44	656.06	-	881.91	3,979.37	9,862.47	8,964.30	9,889.41	11,862.88	58,561.44	32,910.30	177.9%
Bethel HS	3,990.11	4,016.99	3,941.71	1,919.77	-	-	322.66	1,758.48	1,118.53	1,274.47	1,113.15	1,688.55	21,144.42	10,970.10	192.7%
Davenport HS	5,721.66	3,280.28	5,823.83	1,430.42	-	-	731.36	2,796.34	4,420.32	4,038.51	2,016.56	2,392.99	32,652.27	10,970.10	297.6%
Education Engine HS	4,342.12	4,455.78	4,725.10	5,146.27	1,693.91	903.42	984.13	4,909.69	6,856.50	2,175.66	5,436.75	7,781.35	49,410.68	43,880.40	112.6%
Learning Tree HS	527.00	1,021.73	392.56	752.85	908.80	134.44	354.93	957.20	860.42	1,021.75	951.88	903.43	8,786.99	10,970.10	80.1%
Main Street HS	8,727.68	7,447.84	7,039.15	4,167.46	2,107.98	1,347.49	1,757.71	4,504.14	5,505.10	5,651.89	3,330.31	7,000.67	58,587.42	32,910.30	178.0%
Maud	2,177.89	3,710.48	4,388.04	2,762.05	-	-	575.39	2,436.04	4,054.63	1,941.31	2,844.70	3,662.10	28,552.63	10,970.10	260.3%
Moore HS	10,672.83	7,603.79	11,803.61	2,844.70	-	1,247.58	1,532.61	10,781.99	12,604.95	9,410.68	11,776.78	11,852.27	92,131.79	21,940.20	419.9%
Neighborhood HS	602.28	516.24	532.37	155.95	-	-	102.17	4,291.25	4,339.65	3,140.49	2,072.98	2,145.62	17,899.00	10,970.10	163.2%
Noble HS	2,127.98	1,269.09	1,779.95	669.92	-	-	-	-	-	-	-	1,715.37	7,562.31	10,970.10	68.9%
Prague HS	230.16	1,252.84	1,957.41	2,613.47	83.51	-	338.79	3,226.51	5,103.27	3,753.51	4,232.09	5,603.37	28,394.93	10,970.10	258.8%
Seminole HS	3,570.66	4,366.53	3,226.50	1,785.33	887.29	715.21	682.97	2,183.26	5,377.57	4,667.70	1,656.29	5,592.66	34,711.97	21,940.20	158.2%
Stroud HS	2,634.98	1,645.52	2,226.29	693.70	75.00	-	-	1,946.69	2,957.65	1,086.26	2,107.98	2,473.66	17,847.73	10,970.10	162.7%
Summit Ridge HS	3,446.98	5,173.16	7,248.87	3,301.79	1,328.24	806.63	1,344.42	5,259.26	7,130.75	6,420.81	5,872.40	5,409.78	52,743.09	21,940.20	240.4%
Tecumseh	2,952.25	2,694.13	2,995.27	1,529.55	-	-	1,349.77	2,790.95	3,178.12	2,317.74	3,140.50	2,398.39	25,346.67	10,970.10	231.1%
Union Street HS	8,424.28	7,232.74	8,464.19	5,802.32	1,973.54	1,989.69	3,215.80	9,286.92	9,426.88	7,264.98	6,184.13	9,625.59	78,891.06	32,910.30	239.7%
SubTotal	64,246.16	61,268.99	71,927.73	37,672.77	9,714.33	7,144.46	14,663.99	62,667.58	84,899.44	64,958.41	63,394.91	83,727.32	613,224.40	318,132.90	192.8%
Policy Council	-	-	-	-	-	-	-			-			-		
Total OverAll	100,797.05	97,629.59	119,497.09	81,934.34	47,544.68	40,856.05	28,063.57	101,493.60	140,200.15	111,318.64	106,437.10	130,284.64	1,092,994.81	525,844.22	207.9%

3/4/2025
10:38 AM

2301 - Average Daily Attendance

amyg

Program Term: All | All | Report Dates: 2/01/2025 - 2/28/2025 | Enrollment Status: All | Flag/Group: Not Filtered | Program Option: All | Responsible Staff: All | Custom Filter: Not Filtered | Report Type: Summary

Crossroads HS/EHS

	Attendance Records			Operating Days	ADA [1]	Funded Enrollment		Actual Enrollment	
	Present[5]	Absent[6]	Neither[7]			Count	% Attendance	Count[2]	% Attendance[3]
Agra EHS	73	17	0	13.00 (avg)	5.62	8	70.19%	6.92	81.11%
Agra HS	161	50	0	13.00 (avg)	12.38	17	72.85%	16.23	76.30%
Baby Steps EHS	194	17	0	14.00 (avg)	13.85	16	86.61%	15.07	91.94%
Beginnings Academy EHS	286	57	0	15.00 (avg)	19.07	24	79.44%	22.87	83.38%
Beginnings Academy HS	605	132	0	15.00 (avg)	40.33	51	79.08%	49.13	82.09%
Bethel Acres EHS	88	11	13	14.00 (avg)	6.29	8	78.57%	7.07	88.89%
Bethel Acres HS	179	46	0	14.00 (avg)	12.79	17	75.21%	16.07	79.56%
Children's Chateau EHS	275	74	0	14.00 (avg)	19.65	32	61.38%	24.93	78.80%
Davenport HS	152	35	0	11.00 (avg)	13.82	17	81.28%	17.00	81.28%
Education Engine EHS	285	78	0	14.25 (avg)	20.04	32	62.50%	25.47	78.51%
Education Engine HS	760	185	0	14.00 (avg)	54.28	68	79.83%	67.50	80.42%
Learning Tree EHS	446	53	0	14.00 (avg)	31.86	36	88.49%	35.64	89.38%
Learning Tree HS	213	25	0	14.00 (avg)	15.21	17	89.50%	17.00	89.50%
Main Street EHS	296	32	0	14.00 (avg)	21.15	24	88.10%	23.43	90.24%
Main Street HS	657	57	0	14.00 (avg)	46.93	51	92.02%	51.00	92.02%
Maud HS	202	36	0	14.00 (avg)	14.43	17	84.87%	17.00	84.87%
Moore EHS	193	29	0	14.00 (avg)	13.79	16	86.16%	15.86	86.94%
Moore HS	409	66	0	14.00 (avg)	29.21	34	85.92%	33.93	86.11%
Neighborhood EHS	101	10	0	15.00 (avg)	6.73	8	84.17%	7.40	90.99%
Neighborhood HS	210	45	0	15.00 (avg)	14.00	17	82.35%	17.00	82.35%
Noble EHS	100	12	0	14.00 (avg)	7.14	8	89.29%	8.00	89.29%
Noble HS	155	25	0	14.00 (avg)	11.07	17	65.13%	12.86	86.11%
Prague EHS	96	14	0	14.00 (avg)	6.86	8	85.71%	7.86	87.27%
Prague HS	188	36	0	14.00 (avg)	13.43	17	78.99%	16.00	83.93%
Seminole EHS	371	45	1	14.00 (avg)	26.50	32	82.81%	29.71	89.18%
Seminole EHS Wr	94	18	0	14.00 (avg)	6.71	8	83.93%	8.00	83.93%
Seminole HS	330	124	1	14.00 (avg)	23.57	34	69.33%	32.43	72.69%
Stroud HS	163	48	0	14.00 (avg)	11.64	17	68.49%	15.07	77.25%
Summit Ridge EHS	203	30	0	15.00 (avg)	13.53	16	84.58%	15.53	87.12%
Summit Ridge HS	412	91	0	15.00 (avg)	27.47	34	80.78%	33.53	81.91%
Tecumseh EHS	94	17	0	14.00 (avg)	6.71	8	83.93%	7.93	84.68%
Tecumseh HS	203	35	0	14.00 (avg)	14.50	17	85.29%	17.00	85.29%
Union Street EHS	105	15	0	15.00 (avg)	7.00	8	87.50%	8.00	87.50%
Union Street HS	664	83	0	14.67 (avg)	45.29	51	88.77%	50.93	88.89%
Crossroads HS/EHS	**8,963**	**1,648**	**15**	**14.17 (avg)**	**632.85**	**785**	**80.65%**	**749.37**	**84.47%**
Report Totals	**8,963**	**1,648**	**15**	**14.17 (avg)**	**632.85**	**785**	**80.65%**	**749.37**	**84.47%**

1. ADA for each clasroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
2. Actual Enrollment Count for each classroom is the sum of the Present and Absent columns divided by the Operating Days
3. Percent Attendance is the Present count divided by the sum of Present and Absent Count
4. Site totals for ADA, Funded Enrollment Count, and Actual Enrollment count are the sum of that count for each of the site's classrooms.
5. Statuses counted as Present: Present(P), Present Offsite(PO), Tardy(T), Left Early(LE), Tardy and Left Early(TLE), Late Pickup(LP), Tardy and Late Pickup (TLP)
6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U)
7. Statuses counted as Neither: No Class (-), Best Interest Day (B), Not Scheduled (N), Virtual (V), ()

CHILD AND ADULT CARE FOOD PROGRAM (CACFP)

REPORT OF FACILITIES OPERATING UNDER ONE INSTITUTION

MONTH: February 2025

SPONSORING ORGANIZATION: Crossroads Youth/Family

Complete and return with each month's claim for reimbursement

AGREEMENT NUMBER: DC-14-182

LIST EACH FACILITY	# DAYS	# ENROLLED	PARTICIPATION FREE	PARTICIPATION TOTAL	# MEALS SERVED PROGRAM CHILDREN BREAKFAST 1ST	LUNCH 1ST	SUPPLEMENT 3RD PM
Agra HS	13	17	17	17	149	159	127
Agra EHS	13	8	8	8	68	67	67
Baby Steps EHS	14	16	16	16	149	151	139
Beginnings Academy		76	76	76	843	875	834
HS	15	51	51	51	570	591	558
EHS	15	25	25	25	273	284	276
Bethel Acres		25	25	25	263	261	242
HS	14	17	17	17	178	177	161
EHS	14	8	8	8	85	84	81
Children's Chateau	14	30	30	30	265	267	266
Davenport HS	11	17	17	17	148	138	125
Education Engine		96	96	96	970	1024	524
HS	14	68	68	68	704	749	289
EHS	14	28	28	28	266	275	235
Learning Tree		53	53	53	564	600	497
HS	14	17	17	17	198	209	191
EHS	14	36	36	36	366	391	306
Main St Head Start		75	75	75	828	939	866
HS	14	51	51	51	555	645	585
EHS	14	24	24	24	273	294	281
Maud HS	14	17	17	17	169	168	57
Maud EHS							
Moore Extend Day Hd Strt		50	50	50	531	559	210
HS	14	34	34	34	384	396	69
EHS	14	16	16	16	147	163	141
Neighborhood HS	14	17	17	17	198	195	138
Neighborhood EHS	14	8	8	8	93	93	77
Noble Hd Strt		22	22	22	232	252	210
HS	14	14	14	14	135	153	124
EHS	14	8	8	8	97	99	86
Prague		24	24	24	265	282	270
HS	14	16	16	16	175	187	179
EHS	14	8	8	8	90	95	91
Seminole St	14	31	31	31	335	353	335
Seminole Wr		42	42	42	409	391	325
HS	14	34	34	34	329	316	268
EHS	14	8	8	8	80	75	57

CHILD AND ADULT CARE FOOD PROGRAM (CACFP)

REPORT OF FACILITIES

OPERATING UNDER ONE INSTITUTION

AGENCY WIDE MONTH: Feb-25

	# MEALS SERVED TO PROGRAM ADULTS Breakfast	1st Lunch	PM Supp
Cleveland HS	184	184	173
Cleveland EHS	230	229	228
Comanche HS	297	300	276
Comanche EHS	413	422	418
Lincoln HS	115	114	76
Lincoln EHS	63	63	63
Pott HS	293	283	277
Pott EHS	238	236	232
Sem HS	52	52	52
Sem EHS	133	131	128
Total	**2018**	**2014**	**1923**

Stroud HS		14	16	16	16	159	154	149
Summit Ridge Head Start			50	50	50	565	609	354
	HS	15	34	34	34	379	408	175
	EHS	15	16	16	16	186	201	179
Tecumseh			25	25	25	268	277	259
	HS	14	17	17	17	189	198	190
	EHS	14	8	8	8	79	79	69
Union Street			59	59	59	694	699	415
	HS	14	51	51	51	619	621	341
	EHS	14	8	8	8	75	78	74
	TOTALS		774	774	774	8165	8513	6486

I (We) certify that the above information is true and correct to the best of my (our) knowledge and that the same is supported by the records maintained in accordance with our Child and Adult Care Food Program Agreement.

By: ______________________ Date: ______________

Crossroads Head Start/Early Head Start

Complete 90-day Screenings Percentage 2024-2025

	Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun		Jul	
Cleveland Co	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS
Baby Steps					92	n/a	100	n/a	100	n/a	100	n/a	93	n/a										
Main St					88	71	100	98	100	10	91	100	91	100										
Moore					56	91	60	97	71	100	100	100	92	100										
Noble					100	n/a	100	n/a	100	40	75	25	100	29										
Comanche Co																								
Beginnings					92	65	88	90	91	96	91	92	83	92										
Chateau					77	n/a	100	n/a	100	n/a	92	n/a	82	n/a										
Engine					77	58	70	70	87	87	81	95	88	99										
S Ridge					75	81	92	94	92	88	87	88	94	97										
Lincoln Co																								
Agra					25	93	14	94	43	94	83	94	75	94										
Davenport					n/a	76	n/a	100	n/a	95	n/a	94	n/a	100										
Prague					88	88	88	88	100	95	100	100	100	100										
Stroud					n/a	59	n/a	100	n/a	100	n/a	100	n/a	94										
Pot Co																								
Bethel					88	50	88	65	88	81	71	82	71	94										
LTree					97	94	94	100	94	100	97	100	97	100										
Maud					n/a	93	n/a	80	n/a	94	n/a	88	n/a	94										
Nhood					100	47	86	81	88	88	100	94	100	94										
Tecumseh					71	88	86	88	100	100	100	94	86	94										
Union					86	83	100	96	100	100	100	98	100	98										
Seminole Co																								
Seminole					86	n/a	93	n/a	96	n/a	73	n/a	68	n/a										
Seminole Wr					71	42	67	76	86	94	86	94	100	87										

Crossroads Head Start March 31,2025 Total Page														
Head Start recap by county	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130% - ^)		Pending
								EHS Trans itions	WL	EHS Trans istions	WL	EHS Trans istions	W L	
Cleveland	102	91	5	5	101	1	0	13	46	0	7	1	15	9
Comanche	153	131	6	15	152	1	0	3	16	0	0	0	3	5
Lincoln	85	45	6	13	64	0	21	3	1	0	0	0	9	3
Pottawatomie	136	126	2	3	131	5	0	10	28	0	0	0	24	7
Seminole	34	31	0	0	31	3	0	6	0	0	0	0	2	0
Total	510/93%	424	19	36	479	10	21	35	91	0	7	1	53	24

Crossroads Early Head Start
March 31,2025
Total Page

Head Start recap by county	Funded Enrollment	Current Enrollme nt (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130% - ^)	Pend ing
Cleveland	64	63	0	0	63	1	0	35	3	18	7
Comanche	104	87	5	1	93	7	4	4	0	2	6
Lincoln	16	12	1	3	16	0	0	4	1	2	0
Pottawato mie	76	68	0	0	68	0	8	46	0	8	4
Seminole	40	40	0	0	40	0	0	11	0	5	1
Total	300/93%	270	6	4	280	8	12	100	4	35	18

Crossroads Head Start
March 31,2025

Cleveland County HS	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Main St.	51	48	2	1	51	0	0	8	31	0	6	1	6	5
Moore	34	29	2	3	34	0	0	4	15	0	1	0	9	4
Noble	17	14	1	1	16	1	0	1	0	0	0	0	0	0
Totals	102	91	5	5	101	1	0	13	46	0	7	1	15	9

Crossroads Head Start
March 31,2025

Comanche County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Beginnings	51	41	5	4	50	1	0	1	3	0	0	0	0	1
Education Engine 1/6 cr closed	68	61	1	6	68	0	0	2	12	0	0	0	3	2
Summit Ridge	34	29	0	5	34	0	0	0	1	0	0	0	0	2
Total	153	131	6	15	152	1	0	3	16	0	0	0	3	5

Crossroads Head Start
March 31,2025

Pottawatomie County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Bethel	17	15	0	1	16	1	0	0	0	0	0	0	6	0
Learning Tree	17	17	0	0	17	0	0	0	0	0	0	0	0	0
Maud	17	15	0	1	16	1	0	0	1	0	0	0	0	0
Neighborhood	17	16	1	0	17	0	0	0	0	0	0	0	0	0
Tecumseh	17	17	0	0	17	0	0	3	6	0	0	0	4	0
Union St.	51	46	1	1	48	3	0	7	21	0	0	0	14	7
Total	136	126	2	3	131	5	0	10	28	0	0	0	24	7

Crossroads Head Start
March 31,2025

Lincoln County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Agra	17	10	1	5	16	0	1	1	0	0	0	0	0	1
Davenport	34	12	4	1	17	0	17	0	1	0	0	0	8	0
Prague	17	14	0	2	16	0	1	2	0	0	0	0	1	1
Stroud	17	9	1	5	15	0	2	0	0	0	0	0	0	1
County Total	85	45	6	13	64	0	21	3	1	0	0	0	9	3
Seminole County														
Seminole	34	31	0	0	31	3	0	6	0	0	0	0	2	0
County Total	34	32	0	0	31	3	0	6	0	0	0	0	2	0

Crossroads Early Head Start
March 31,2025

Cleveland County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Baby Steps	16	16	0	0	16	0	0	2	0	1	2
Main	24	23	0	0	23	1	0	17	2	7	2
Moore	16	16	0	0	16	1	0	13	1	7	3
Noble	8	8	0	0	8	0	0	3	0	3	0
Total	64	63	0	0	63	1	0	35	3	18	7

Crossroads Early Head Start
March 31,2025

Comanche County	Funded Enrollmen t	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pendi ng
Beginnings	24	21	3	0	24	0	0	1	0	0	1
Children's Chateau	32	27	1	1	29	3	0	2	0	0	2
Education Engine	32	24	1	0	25	3	4	1	0	2	0
Summit Ridge	16	15	0	0	15	1	0	0	0	0	3
Total	104	87	5	1	93	7	4	4	0	2	6

Crossroads Early Head Start
March 31,2025

Pottawatomie County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Bethel	8	8	0	0	8	0	0	3	0	0	0
Learning Tree	36	36	0	0	36	0	0	35	0	7	4
Neighborhood	8	8	0	0	8	0	0	0	0	0	0
Union St	8	8	0	0	8	0	0	0	0	0	0
Tecumseh	8	8	0	0	8	0	0	4	0	1	0
Maud(not open)	8	0	0	0	0	0	8	4	0	0	0
Total	76	68	0	0	68	0	8	46	0	8	4

Crossroads Early Head Start
March 31,2025

Lincoln County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Agra Not Open	8	4	1	3	8	0	0	0	0	0	0
Prague	8	8	0	0	8	0	0	4	1	2	0
Lincoln Total	16	12	1	3	16	0	0	4	1	2	0
Seminole County											
Seminole EHS	32	32	0	0	32	0	0	11	0	5	1
Seminole Wrangler	8	8	0	0	8	0	0	0	0	0	0
Total	40	40	0	0	40	0	0	11	0	5	1

Total OI

HS/ 34 out of 48 EHS/ 3 out of 27

HEAD START/ EARLY HEAD START
DIRECTOR'S REPORT
March 2025

Enrollment Summary

Funded Enrollment: 810
HS 510 EHS 300

(See enrollment spreadsheet for detailed breakdown)

Facilities Summary

See facility update for details

Cleveland County

Baby Steps Teen Parent Program
No major facility issues at this time.

Main Street Head Start/Early Head Start
No major facility issues at this time.

Noble Head Start
No major facility issues at this time

Moore Head Start/Early Head Start
No major facility issues at this time

Pottawatomie county

Union Street Head Start
No major facility issues at this time.

Bethel Head Start
No major facility issues at this time.

Neighborhood Head Start
No major facility issues at this time.

Tecumseh Head Start
No major facility issues at this time.

Maud Head Street
No major facility issues at this time.
The new site is 90% completed

Learning Tree Head Start/Early Head Start
No major facility issues at this time.

Seminole County

Seminole Strother Early Head Start
No major facility issues at this time
Seminole Wrangler HS/EHS
No major facility issues at this time

Comanche County

Beginnings
No major facility issues at this time

Children's Chateau Early Head Start
No major facility issues at this time

Education Engine
No major facility issues at this time

Summit Ridge Head Start
No major facility issues at this time

Lincoln County

Agra
No major facility issues at this time.
Davenport
No major facility issues at this time
Stroud
No major facility issues at this time.
Prague
No major facility issues at this time.

Volunteer in-kind documentation

(See attached volunteer/in-kind spreadsheet for detailed breakdown)

Accident Report Summary

(See attached accident spreadsheet for detailed breakdown)

Terrie Vicknair, HS/EHS Program Director Date

2024-2025 Accidents

HS/EHS CENTERS	August Adults	August Children	August Minor Accidents	Sept. Adults	Sept. Children	Sept. Minor Accidents	Oct. Adults	Oct. Children	Oct. Minor Accidents	Nov. Adults	Nov. Children	Nov. Minor Accidents	Dec. Adults	Dec. Children	Dec. Minor Accidents	Jan. Adults	Jan. Children	Jan. Minor Accidents	Feb. Adults	Feb. Children	Feb. Minor Accidents	March Adults	March Children	March Minor Accidents	April Adults	April Children	April Minor Accidents	May Adults	May Children	May Minor Accidents	June Adults	June Children	June Minor Accidents	July Adults	July Children	July Minor Accidents	Yearly Totals
Cleveland County																																					
Baby Steps	0	0	0	0	0	1	0	0	1	0	0	1	0	0	3	0	0	0	0	0	4	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	13
Main	0	0	5	0	0	17	0	0	25	0	1	23	0	1	29	0	0	13	0	0	19	0	0	26	0	0	0	0	0	0	0	0	0	0	0	0	159
Moore	0	0	3	1	0	9	0	0	0	0	0	5	0	0	4	0	0	4	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	29
Noble	0	0	3	0	0	2	0	0	2	0	0	1	0	0	2	0	0	4	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Comanche County																																					
Beginnings Academy	0	0	5	0	0	5	0	0	11	0	0	6	0	0	10	0	0	10	0	0	6	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	59
Children's Chateau	0	0	3	0	0	12	0	0	6	0	0	2	0	0	6	0	0	1	0	0	6	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	41
Education Engine	0	0	6	0	0	16	0	0	6	0	0	2	0	0	0	0	0	2	0	0	7	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	42
Summit Ridge	0	0	0	0	0	6	0	0	3	0	0	4	0	0	5	0	0	3	0	0	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	27
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lincoln County																																					
Agra	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Davenport	0	0	0	0	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
Prague	0	0	2	0	0	2	0	0	5	0	1	1	0	0	2	0	0	0	0	0	0	0	0	48	0	0	0	0	0	0	0	0	0	0	0	0	61
Stroud	0	0	0	0	0	1	0	0	0	0	2	1	0	1	1	0	0	1	0	0	1	0	0	96	0	0	0	0	0	0	0	0	0	0	0	0	104
TOTAL	0	0	0	1	0	74	0	0	61	0	4	46	0	2	62	0	0	38	0	0	50	0	0	##	0	0	0	0	0	0	0	0	0	0	0	0	527

2024-2025 Accidents

HS/EHS CENTERS	August Adults	August Children	August Minor Accidents	Sept. Adults	Sept. Children	Sept. Minor Accidents	Oct. Adults	Oct. Children	Oct. Minor Accidents	Nov. Adults	Nov. Children	Nov. Minor Accidents	Dec. Adults	Dec. Children	Dec. Minor Accidents	Jan. Adults	Jan. Children	Jan. Minor Accidents	Feb. Adults	Feb. Children	Feb. Minor Accidents	March Adults	March Children	March Minor Accidents	April Adults	April Children	April Minor Accidents	May Adults	May Children	May Minor Accidents	June Adults	June Children	June Minor Accidents	July Adults	July Children	July Minor Accidents	Yearly Totals
Pottawatomie County																																					

Location (Site)	Date	icident Typ	Describe Cause of Injury
Report: Accident Report for Policy Council			
Baby Steps EHS	3/04/25	Minor	Lost balance while getting a book and hit forehead on the bookshelf.
Baby Steps EHS	3/06/25	Minor	Lost balance while pulling up, bumped head on leg of chair.
Baby Steps EHS	3/24/25	Minor	Scraped cheek on a branch from the bush on the playground.
Beginnings Academy HS	3/07/25	Minor	child tripped as he was getting out his chair
Beginnings Academy HS	3/11/25	Minor	child fell when jumping off log
Beginnings Academy HS	3/26/25	Minor	tripped causing a fall hitting mouth on stool
Beginnings Academy HS	3/26/25	Minor	fell while running
Beginnings Academy HS	3/27/25	Minor	ran into a friend while playing
Beginnings Academy HS	3/31/25	Minor	child was playing with her fork during breakfast then accidently hit herself
Bethel Acres EHS	3/12/25	Minor	bite by another child
Bethel Acres EHS	3/24/25	Minor	playing and fell
Children's Chateau EHS	3/04/25	Minor	child fell back while sitting
Children's Chateau EHS	3/07/25	Minor	hand was caught on the door
Children's Chateau EHS	3/11/25	Minor	was pushed by another child when going up slide stairs falling back
Education Engine EHS	3/04/25	Minor	child fell while trying to get up using rocking chair
Education Engine EHS	3/12/25	Minor	lock on storage came off and hit child lip
Education Engine EHS	3/13/25	Minor	a child scratched her chest when taking a toy
Education Engine HS	3/04/25	Minor	Tripped while running in gym
Education Engine HS	3/10/25	Minor	child hit nose on kitchen table when bending down
Education Engine HS	3/13/25	Minor	a child scratched her chest when taking a toy
Learning Tree EHS	3/04/25	Minor	pinched her finger between the shelf
Learning Tree EHS	3/06/25	Minor	another child scratched him
Learning Tree EHS	3/24/25	Minor	playing on small couch and fell off

Location (Site)	Date	cident Typ	Describe Cause of Injury
Learning Tree EHS	3/24/25	Minor	ran into the wall
Learning Tree EHS	3/24/25	Minor	fell on the floor pulling his nail back
Learning Tree EHS	3/24/25	Minor	running and fell
Learning Tree EHS	3/26/25	Minor	pushing a truck and fell
Learning Tree EHS	3/27/25	Minor	scratched by another child
Learning Tree EHS	3/28/25	Minor	hit his head on changing table
Learning Tree EHS	3/31/25	Minor	another child scratched him
Learning Tree HS	3/13/25	Minor	another child kicked hi while laying down
Learning Tree HS	3/26/25	Minor	scratched by another child
Main Street EHS	3/03/25	Minor	A child scratched his cheek during the transition activity.
Main Street EHS	3/07/25	Minor	Lost balance and bumped head.
Main Street EHS	3/25/25	Minor	Walking around the bathroom with pants down and tripped bumping head on sink.
Main Street EHS	3/26/25	Minor	Child bit him on the back during work time.
Main Street EHS	3/26/25	Minor	Scratched by a peer while playing.
Main Street EHS	3/27/25	Minor	Fell while moving a toy house, hit her face on the toy.
Main Street EHS	3/28/25	Minor	Scratched by a peer
Main Street EHS	3/31/25	Minor	A child pushed him, mom noticed a scratch on his chin.
Main Street HS	3/03/25	Minor	Scratched by a peer while both children were trying to sit on the bubble.
Main Street HS	3/03/25	Minor	Hit eyebrow on pole of car while playing.
Main Street HS	3/03/25	Minor	Slapped by a peer during book time.
Main Street HS	3/03/25	Minor	A child scratched his cheek during the transition activity.
Main Street HS	3/03/25	Minor	While transitioning in from the playground, he tripped and hit his nose on the fence.
Main Street HS	3/04/25	Minor	A block tower fell hit his finger, causing it to bleed.

Location (Site)	Date	ıcident Typ	Describe Cause of Injury
Main Street HS	3/04/25	Minor	After a back and forth of "stop" a peer hit him on the cheek.
Main Street HS	3/05/25	Minor	Tripped and hit lip on shelf, while working.
Main Street HS	3/05/25	Minor	Bumped into a peer and was scratched.
Main Street HS	3/06/25	Minor	Ran into the wall while playing.
Main Street HS	3/07/25	Minor	A child ran into her.
Main Street HS	3/24/25	Minor	Scraped cheek on a branch from the bush on the playground.
Main Street HS	3/25/25	Minor	Walking around the bathroom with pants down and tripped bumping head on sink.
Main Street HS	3/26/25	Minor	Scratched by a peer while playing.
Main Street HS	3/27/25	Minor	Hit on the forehead with a toy during work time.
Main Street HS	3/28/25	Minor	During work time a child threw a toy and it struck his head.
Main Street HS	3/28/25	Minor	Tripped and fell, hitting his head on the stage.
Main Street HS	3/28/25	Minor	Scratched by a peer
Moore HS	3/04/25	Minor	A peer scratched her on the face.
Moore HS	3/27/25	Minor	Her hand was stepped on while she was picking up a towel.
Neighborhood EHS	3/06/25	Minor	bit by another child
Neighborhood EHS	3/31/25	Minor	jumping and fell
Neighborhood HS	3/10/25	Minor	bite by another child
Neighborhood HS	3/10/25	Minor	bit by another child
Neighborhood HS	3/28/25	Minor	running an fell
Noble EHS	3/28/25	Minor	During a struggle for a toy he was scratched.
Noble HS	3/11/25	Minor	Jumped from climber and scraped face on turf.
Noble HS	3/11/25	Minor	While standing at the window, a child bit him
Noble HS	3/24/25	Minor	Hit with a block while working.
Noble HS	3/25/25	Minor	Hit a child and the child bit him on the leg.

Location (Site)	Date	Icident Typ	Describe Cause of Injury
Noble HS	3/27/25	Minor	Bumped lip while going down the slide.
Noble HS	3/27/25	Minor	Tripped and fell on the cement.
Noble HS	3/28/25	Minor	During a struggle for a toy he was scratched.
Seminole EHS	3/10/25	Minor	3/11/2025 Ashlee Allen Another child pinched his arm when he took his toy away.
Seminole EHS	3/26/25	Minor	3/27/2025 Ashlee Allen Another child bit his arm.
Seminole EHS	3/26/25	Minor	3/27/2025 Ashlee Allen Child was pushing a car across the floor and fell and hit his nose.
Seminole EHS Wr	3/12/25	Minor	3/12/2025 Ashlee Allen Child banged his head on the floor several times after another child took his toy.
Seminole HS	3/07/25	Minor	3/11/2025 Ashlee Allen Another child wanted to play with her, the child bit her arm when she told him no.
Seminole HS	3/07/25	Minor	3/11/2025 Ashlee Allen Bumped heads with another child on the playground.
Seminole HS	3/07/25	Minor	3/11/2025 Ashlee Allen Another child hit him with a toy that they were fighting over.
Seminole HS	3/07/25	Minor	3/13/2025 Ashlee Allen Another child hit him in the mouth, causing his lip to bleed.
Seminole HS	3/10/25	Minor	3/11/2025 Ashlee Allen Another child pinched his arm when he took his toy away.
Seminole HS	3/11/25	Minor	3/13/2025 Ashlee Allen Child got kicked by another child.

Location (Site)	Date	ıcident Typ	Describe Cause of Injury
Seminole HS	3/11/25	Minor	3/12/2025 Ashlee Allen Another child bit her arm on the playground.
Seminole HS	3/12/25	Minor	3/13/2025 Ashlee Allen Child was running and hit face on the picnic table.
Seminole HS	3/13/25	Minor	3/13/2025 Ashlee Allen The child was arguing with another child over a chair. The child grabbed him and scratched his neck.
Seminole HS	3/26/25	Minor	3/27/2025 Ashlee Allen A child opened a cabinet door and hit him across the nose by mistake.
Seminole HS	3/26/25	Minor	3/27/2025 Ashlee Allen Another child scratched him on his cheek.
Seminole HS	3/27/25	Minor	3/27/2025 Ashlee Allen Another child hit him on the head with a toy, then the child fell and hit head on floor.
Seminole HS	3/28/25	Minor	3/31/2025 Ashlee Allen Child ran into pole on playground play equipment.
Seminole HS	3/31/25	Minor	4/01/2025 Ashlee Allen Another child threw a toy and it hit his ear.
Seminole HS	3/31/25	Minor	4/01/2025 Ashlee Allen Amother child scraped his left eye.
Stroud HS	3/13/25	Minor	3/13/2025 Ashlee Allen While going down steps of climber, she scraped the inside of her arm but it did not bleed.
Stroud HS	3/28/25	Minor	3/31/2025 Ashlee Allen Another child wanted her toy and reached for it, scratching the child's chest area.
Summit Ridge EHS	3/06/25	Minor	child was bit by a friend as a response to getting hit
Summit Ridge EHS	3/27/25	Minor	ran into a friend when playing

Location (Site)	Date	icident Typ	Describe Cause of Injury
Summit Ridge HS	3/25/25	Minor	during outside time children were playing monster. Child went to teacher and said a friend scratched his neck. Mom called that afternoon and stated child told her another child grabbed him by the neck leaving a bruise on the left side of his neck.
Tecumseh EHS	3/05/25	Minor	walked and tripped on her shoe
Tecumseh EHS	3/24/25	Minor	bumped his mouth on the arm of the chair
Tecumseh EHS	3/24/25	Minor	sliding down and hit her head
Tecumseh EHS	3/28/25	Minor	lost balance and fell
Tecumseh EHS	3/28/25	Minor	fell and hit her face
Tecumseh EHS	3/31/25	Minor	playing outside he fell
Tecumseh HS	3/11/25	Minor	running and fell
Tecumseh HS	3/24/25	Minor	sliding down and hit her head
Tecumseh HS	3/26/25	Minor	fell in bathroom and hit her head
Union Street EHS	3/07/25	Minor	she felling hitting her head
Union Street EHS	3/07/25	Minor	another child threw a toy hitting him in the eye
Union Street EHS	3/27/25	Minor	scratched by another child
Union Street HS	3/07/25	Minor	another child threw a toy hitting him in the eye
Union Street HS	3/25/25	Minor	another child threw a plate and hit her
Union Street HS	3/27/25	Minor	smashed hand in door teacher was coming and he put his hand in the door

Crossroads Head Start/Early Head Start
Volunteer Inkind Report
Dec-24

Location	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Total	Annual Goal	% Achieved
Early Head Start															
Agra EHS	516.24													5,162.40	0.0%
Baby Steps EHS	3,221.13													10,324.80	0.0%
Beginnings Academy EHS	2,785.63													15,487.20	0.0%
Bethel EHS	1,473.45													5,162.40	0.0%
Children's Chateau	2,484.42													20,649.60	0.0%
Education Engine EHS	4,490.28													15,487.20	0.0%
Learning Tree EHS	5,915.29													23,230.80	0.0%
Main Street EHS	5,544.81													20,649.60	0.0%
Maud EHS	-													5,162.40	0.0%
Moore EHS	4,232.15													15,487.20	0.0%
Neighborhood EHS	994.89													5,162.40	0.0%
Noble EHS	1,586.36													5,162.40	0.0%
Prague EHS	1,172.33													5,162.40	0.0%
Seminole EHS	1,048.63													20,649.60	0.0%
Seminole WR EHS	1,543.35													5,162.40	0.0%
Summit Ridge EHS	2,016.60													10,324.80	0.0%
Tecumseh EHS	1,661.65													5,162.40	0.0%
Union Street EHS	1,037.86													5,162.40	0.0%
SubTotal	41,725.07	-	-	-	-	-	-	-	-	-	-	-	-	198,752.40	- 0.0%
Head Start															
Agra HS	1,037.87													10,970.10	0.0%
Beginnings Academy HS	10,669.10													32,910.30	0.0%
Bethel HS	919.56													10,970.10	0.0%
Davenport HS	2,113.37													10,970.10	0.0%
Education Engine HS	8,507.37													43,880.40	0.0%
Learning Tree HS	1,693.96													10,970.10	0.0%
Main Street HS	4,961.94													32,910.30	0.0%
Maud	1,468.08													10,970.10	0.0%
Moore HS	9,523.61													21,940.20	0.0%
Neighborhood HS	2,532.83													10,970.10	0.0%
Noble HS	1,892.77													10,970.10	0.0%
Prague HS	4,829.03													10,970.10	0.0%
Seminole HS	2,457.56													21,940.20	0.0%
Stroud HS	1,129.28													10,970.10	0.0%
Summit Ridge HS	5,157.07													21,940.20	0.0%
Tecumseh	2,898.52													10,970.10	0.0%
Union Street HS	6,356.30													32,910.30	0.0%
SubTotal	68,148.22	-	-	-	-	-	-	-	-	-	-	-	-	318,132.90	0.0%
Policy Council	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total OverAll	109,873.29	-	-	-	-	-	-	-	-	-	-	-	-	516,885.30	0.0%

4/2/2025
10:35 AM

2301 - Average Daily Attendance

amyg

Program Term: All | All | Report Dates: 3/01/2025 - 3/31/2025 | Enrollment Status: All | Flag/Group: Not Filtered | Program Option: All | Responsible Staff: All | Custom Filter: Not Filtered | Report Type: Summary

Crossroads HS/EHS

	Attendance Records			Operating Days	ADA [1]	Funded Enrollment		Actual Enrollment	
	Present[5]	Absent[6]	Neither[7]			Count	% Attendance	Count[2]	% Attendance[3]
Agra EHS	111	9	0	15.00 (avg)	7.40	8	92.50%	8.00	92.50%
Agra HS	228	12	0	15.00 (avg)	15.20	17	89.41%	16.00	95.00%
Baby Steps EHS	227	10	0	15.00 (avg)	15.13	16	94.58%	15.80	95.78%
Beginnings Academy EHS	316	44	0	15.00 (avg)	21.07	24	87.78%	24.00	87.78%
Beginnings Academy HS	651	88	0	15.00 (avg)	43.40	51	85.10%	49.27	88.09%
Bethel Acres EHS	111	9	0	15.00 (avg)	7.40	8	92.50%	8.00	92.50%
Bethel Acres HS	219	41	0	16.00 (avg)	13.69	17	80.51%	16.25	84.23%
Children's Chateau EHS	366	64	0	15.00 (avg)	24.40	32	76.25%	28.67	85.12%
Davenport HS	193	28	0	13.00 (avg)	14.85	17	87.33%	17.00	87.33%
Education Engine EHS	340	49	0	16.00 (avg)	21.25	32	66.41%	24.31	87.40%
Education Engine HS	996	92	0	16.00 (avg)	62.24	68	91.54%	68.00	91.54%
Learning Tree EHS	507	33	0	15.00 (avg)	33.80	36	93.89%	36.00	93.89%
Learning Tree HS	243	12	0	15.00 (avg)	16.20	17	95.29%	17.00	95.29%
Main Street EHS	321	26	0	15.00 (avg)	21.40	24	89.17%	23.13	92.51%
Main Street HS	683	78	0	15.00 (avg)	45.53	51	89.28%	50.73	89.75%
Maud HS	201	46	0	15.00 (avg)	13.40	17	78.82%	16.47	81.38%
Moore EHS	224	8	0	15.50 (avg)	14.42	16	90.32%	14.93	96.55%
Moore HS	474	36	0	15.00 (avg)	31.60	34	92.94%	34.00	92.94%
Neighborhood EHS	126	8	0	17.00 (avg)	7.41	8	92.65%	7.88	94.03%
Neighborhood HS	238	15	0	15.00 (avg)	15.87	17	93.33%	16.87	94.07%
Noble EHS	114	12	0	16.00 (avg)	7.12	8	89.06%	7.88	90.48%
Noble HS	249	9	0	16.00 (avg)	15.56	17	91.54%	16.12	96.51%
Prague EHS	110	8	0	15.00 (avg)	7.33	8	91.67%	7.87	93.22%
Prague HS	220	20	0	15.00 (avg)	14.67	17	86.27%	16.00	91.67%
Seminole EHS	423	51	1	15.00 (avg)	28.21	32	88.13%	31.60	89.24%
Seminole EHS Wr	110	10	0	15.00 (avg)	7.33	8	91.67%	8.00	91.67%
Seminole HS	403	60	0	15.00 (avg)	26.87	34	79.02%	30.86	87.04%
Stroud HS	207	23	0	15.00 (avg)	13.80	17	81.18%	15.33	90.00%
Summit Ridge EHS	231	20	0	16.00 (avg)	14.44	16	90.23%	15.69	92.03%
Summit Ridge HS	478	53	0	16.00 (avg)	29.87	34	87.87%	33.19	90.02%
Tecumseh EHS	113	7	0	15.00 (avg)	7.53	8	94.17%	8.00	94.17%
Tecumseh HS	241	14	0	15.00 (avg)	16.07	17	94.51%	17.00	94.51%
Union Street EHS	108	12	0	15.00 (avg)	7.20	8	90.00%	8.00	90.00%
Union Street HS	693	101	0	15.67 (avg)	44.19	51	86.73%	50.68	87.28%
Crossroads HS/EHS	**10,475**	**1,108**	**1**	**15.27 (avg)**	**685.85**	**785**	**87.36%**	**758.53**	**90.43%**
Report Totals	**10,475**	**1,108**	**1**	**15.27 (avg)**	**685.85**	**785**	**87.36%**	**758.53**	**90.43%**

1. ADA for each clasroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
2. Actual Enrollment Count for each classroom is the sum of the Present and Absent columns divided by the Operating Days
3. Percent Attendance is the Present count divided by the sum of Present and Absent Count
4. Site totals for ADA, Funded Enrollment Count, and Actual Enrollment count are the sum of that count for each of the site's classrooms.
5. Statuses counted as Present: Present(P), Present Offsite(PO), Tardy(T), Left Early(LE), Tardy and Left Early(TLE), Late Pickup(LP), Tardy and Late Pickup (TLP)
6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U)
7. Statuses counted as Neither: No Class (-), Best Interest Day (B), Not Scheduled (N), Virtual (V), ()

CHILD AND ADULT CARE FOOD PROGRAM (CACFP)

REPORT OF FACILITIES OPERATING UNDER ONE INSTITUTION

MONTH: March 2025 SPONSORING ORGANIZATION: Crossroads Youth/Family

Complete and return with each month's claim for reimbursement AGREEMENT NUMBER: DC-14-182

LIST EACH FACILITY	# DAYS	# ENROLLED	PARTICIPATION FREE	PARTICIPATION TOTAL	# MEALS SERVED PROGRAM CHILDREN BREAKFAST 1ST	LUNCH 1ST	SUPPLEMENT 3RD PM
Agra HS	15	16	16	16	214	217	190
Agra EHS	15	8	8	8	96	95	90
Baby Steps EHS	15	16	16	16	179	170	161
Beginnings Academy		75	75	75	902	949	900
HS	15	51	51	51	605	640	603
EHS	15	24	24	24	297	309	297
Bethel Acres		25	25	25	291	291	263
HS	15	17	17	17	199	197	172
EHS	15	8	8	8	92	92	91
Children's Chateau	15	31	31	31	351	350	349
Davenport HS	13	17	17	17	186	179	161
Education Engine		94	94	94	1133	1228	546
HS	15	68	68	68	845	919	299
EHS	15	26	26	26	288	309	247
Learning Tree		53	53	53	645	705	569
HS	15	17	17	17	218	239	212
EHS	15	36	36	36	427	466	357
Main St Head Start		75	75	75	855	972	861
HS	15	51	51	51	577	666	573
EHS	15	24	24	24	278	306	288
Maud HS	15	17	17	17	161	155	56
Maud EHS	0	0	0	0	0	0	0
Moore Extend Day Hd Strt		50	50	50	598	637	234
HS	15	34	34	34	442	456	78
EHS	15	16	16	16	156	181	156
Neighborhood HS	15	17	17	17	236	234	165
Neighborhood EHS	15	8	8	8	110	107	92
Noble Hd Strt		25	25	25	294	328	294
HS	15	17	17	17	195	226	203
EHS	15	8	8	8	99	102	91
Prague		24	24	24	304	323	300
HS	15	16	16	16	200	214	196
EHS	15	8	8	8	104	109	104
Seminole St	15	32	32	32	378	398	368
Seminole Wr		42	42	42	494	483	401
HS	15	34	34	34	400	393	332
EHS	15	8	8	8	94	90	69
Stroud HS	15	16	16	16	206	202	198
Summit Ridge Head Start		50	50	50	595	653	372
HS	15	34	34	34	399	440	184
EHS	15	16	16	16	196	213	188
Tecumseh		25	25	25	332	332	310
HS	15	17	17	17	236	236	225
EHS	15	8	8	8	96	96	85

CHILD AND ADULT CARE FOOD PROGRAM (CACFP)

REPORT OF FACILITIES

OPERATING UNDER ONE INSTITUTION

AGENCY WIDE MONTH: Mar-25

	# MEALS SERVED TO PROGRAM ADULTS Breakfast	1st Lunch	PM Supp
Cleveland HS	202	202	191
Cleveland EHS	244	244	240
Comanche HS	314	330	304
Comanche EHS	421	445	429
Lincoln HS	120	120	82
Lincoln EHS	70	70	70
Pott HS	303	304	299
Pott EHS	271	266	265
Sem HS	60	58	58
Sem EHS	125	122	115
Total	**2130**	**2161**	**2053**

Union Street			59	59	59	731	729	440
	HS	15	51	51	51	649	640	359
	EHS	15	8	8	8	82	89	81
	TOTALS		775	775	775	9291	9735	7320

I (We) certify that the above information is true and correct to the best of my (our) knowledge and that the same is supoorted by the records maintained in accordance with our Child and Adult Care Food Program Agreement.

By: ______________________________ Date: ______________

Crossroads Head Start/Early Head Start

Complete 90-day Screenings Percentage 2024-2025

	Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun		Jul	
Cleveland Co	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS
Baby Steps					92	n/a	100	n/a	100	n/a	100	n/a	93	n/a	100	n/a								
Main St					88	71	100	98	100	10	91	100	91	100	96	100								
Moore					56	91	60	97	71	100	100	100	92	100	93	100								
Noble					100	n/a	100	n/a	100	40	75	25	100	29	88	75								
Comanche Co																								
Beginnings					92	65	88	90	91	96	91	92	83	92	88	96								
Chateau					77	n/a	100	n/a	100	n/a	92	n/a	82	n/a	90	n/a								
Engine					77	58	70	70	87	87	81	95	88	99	92	100								
S Ridge					75	81	92	94	92	88	87	88	94	97	100	100								
Lincoln Co																								
Agra					25	93	14	94	43	94	83	94	75	94	88	100								
Davenport					n/a	76	n/a	100	n/a	95	n/a	94	n/a	100	n/a	100								
Prague					88	88	88	88	100	95	100	100	100	100	88	100								
Stroud					n/a	59	n/a	100	n/a	100	n/a	100	n/a	94	n/a	93								
Pot Co																								
Bethel					88	50	88	65	88	81	71	82	71	94	86	94								
LTree					97	94	94	100	94	100	97	100	97	100	100	100								
Maud					n/a	93	n/a	80	n/a	94	n/a	88	n/a	94	n/a	94								
Nhood					100	47	86	81	88	88	100	94	100	94	88	94								
Tecumseh					71	88	86	88	100	100	100	94	86	94	86	94								
Union					86	83	100	96	100	100	100	98	100	98	100	96								
Seminole Co																								
Seminole					86	n/a	93	n/a	96	n/a	73	n/a	68	n/a	74	n/a								
Seminole Wr					71	42	67	76	86	94	86	94	100	87	100	90								

Crossroads Early Head Start
April 30,2025

Lincoln County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Agra Not Open	8	4	1	3	8	0	0	0	0	0	0
Prague	8	8	0	0	8	0	0	1	0	1	3
Lincoln Total	16	12	1	3	16	0	0	4	1	2	0
Seminole County											
Seminole EHS	32	32	0	0	32	0	0	18	0	4	0
Seminole Wrangler	8	8	0	0	8	0	0	0	0	0	0
Total	40	40	0	0	40	0	0	18	0	4	0

Total OI

HS/ 36 out of 48 EHS/ 4 out of 27

Crossroads Early Head Start
April 30,2025

Pottawatomie County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Bethel	8	8	0	0	8	0	0	3	0	0	0
Learning Tree	36	36	0	0	36	0	0	26	0	7	10
Neighborhood	8	7	0	0	7	1	0	0	0	0	0
Union St	8	8	0	0	8	0	0	0	0	0	0
Tecumseh	8	8	0	0	8	0	0	4	0	1	0
Maud(not open)	8	0	0	0	0	0	8	4	0	0	0
Total	76	68	0	0	67	1	8	37	0	8	10

Crossroads Early Head Start
April 30,2025

Comanche County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Beginnings	24	21	3	0	24	0	0	1	2	0	0
Children's Chateau	32	27	1	1	29	3	0	2	0	0	4
Education Engine	32	22	1	0	23	5	4	3	0	2	8
Summit Ridge	16	15	0	0	15	0	1	2	0	0	6
Total	104	85	5	1	91	8	5	6	2	2	18

Crossroads Early Head Start
April 30,2025

Cleveland County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130%-^)	Pending
Baby Steps	16	15	0	0	15	1	0	4	0	1	0
Main	24	24	0	0	24	0	0	17	2	8	1
Moore	16	16	0	0	16	0	0	13	1	7	3
Noble	8	8	0	0	8	0	0	3	0	4	1
Total	64	63	0	0	63	1	0	38	2	17	5

Crossroads Head Start
April 30,2025

Lincoln County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Agra	17	10	1	5	16	0	1	1	0	0	0	0	0	3
Davenport	34	12	4	1	17	0	17	0	1	0	0	0	8	0
Prague	17	15	0	2	17	0	0	0	4	0	0	0	0	4
Stroud	17	9	1	5	15	0	2	0	0	0	0	0	1	0
County Total	85	46	6	13	65	0	20	1	1	5	0	0	9	3
Seminole County														
Seminole	34	31	0	0	31	3	0	6	0	0	0	0	1	0
County Total	34	31	0	0	31	3	0	6	0	0	0	0	1	0

Crossroads Head Start
April 30,2025

Pottawatomie County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Bethel	17	15	0	1	16	1	0	0	0	0	0	0	3	0
Learning Tree	17	17	0	0	17	0	0	0	0	0	0	0	0	0
Maud	17	13	2	1	16	0	1	0	1	0	0	0	0	0
Neighborhood	17	15	1	0	16	1	0	0	0	0	0	0	0	0
Tecumseh	17	17	0	0	17	0	0	2	3	0	0	0	0	0
Union St.	51	49	1	1	51	3	0	9	27	0	0	0	12	13
Total	136	126	4	3	133	2	1	11	31	0	0	0	15	13

Crossroads Head Start
April 30,2025

Comanche County	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Beginnings	51	41	5	4	50	1	0	4	7	0	3	0	0	4
Education Engine 1/6 cr closed	68	60	1	6	67	1	0	5	18	0	0	1	3	2
Summit Ridge	34	29	0	5	34	0	0	1	5	1	0	0	0	1
Total	153	130	6	15	151	2	0	10	30	1	3	1	3	7

Crossroads Head Start
April 30,2025

Cleveland County HS	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130%-^)		Pending
								EHS Transitions	WL	EHS Transitions	WL	EHS Transitions	WL	
Main St.	51	48	2	1	51	0	0	11	33	0	6	1	8	2
Moore	34	29	2	3	34	0	0	4	16	0	1	0	7	5
Noble	17	14	0	1	15	1	1	1	2	0	0	0	3	0
Totals	102	91	4	5	100	1	1	16	51	0	7	1	18	8

Crossroads Early Head Start
April 30,2025
Total Page

Head Start recap by county	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)	Waiting list (101-130%)	Waiting list (130% - ^)	Pending
Cleveland	64	63	0	0	63	1	0	38	2	17	5
Comanche	104	85	5	1	91	8	5	6	2	2	18
Lincoln	16	12	1	3	16	0	0	4	1	2	0
Pottawatomie	76	68	0	0	67	1	8	37	0	8	10
Seminole	40	40	0	0	40	0	0	18	0	4	0
Total	300/92%	268	6	4	277	10	13	103	5	33	

Crossroads Head Start
April 30,2025
Total Page

Head Start recap by county	Funded Enrollment	Current Enrollment (0% to 100%)	Current Enrollment (101% to 130%)	Current Enrollment (130% ^)	Total Enrollment	Vacancies Less than 30 days	Vacancies Past 30 days	Waiting list (0%-100%)		Waiting list (101-130%)		Waiting list (130% - ^)		Pending
								EHS Transitions	WL	EHS Transistions	WL	EHS Transistions	W L	
Cleveland	102	91	4	5	100	1	1	16	51	0	7	1	18	8
Comanche	153	130	6	15	151	2	0	10	30	1	3	1	3	7
Lincoln	85	46	6	13	65	0	20	1	1	5	0	0	9	3
Pottawatomie	136	126	4	3	133	2	1	11	31	0	0	0	15	13
Seminole	34	31	0	0	31	3	0	6	0	0	0	0	1	0
Total	510/94%	645	20	36	480	8	22	44	113	6	10	2	46	31

HEAD START/ EARLY HEAD START
DIRECTOR'S REPORT
April 2025

Enrollment Summary

Funded Enrollment: 810
HS 510 EHS 300

(See enrollment spreadsheet for detailed breakdown)

Facilities Summary

See facility update for details

Cleveland County

Baby Steps Teen Parent Program
No major facility issues at this time.

Main Street Head Start/Early Head Start
No major facility issues at this time.

Noble Head Start
No major facility issues at this time

Moore Head Start/Early Head Start
No major facility issues at this time

Pottawatomie county

Union Street Head Start
No major facility issues at this time.

Bethel Head Start
No major facility issues at this time.

Neighborhood Head Start
No major facility issues at this time.

Tecumseh Head Start
We were closed for 3 days after the rain due to some flooding and leaking issues.

Maud Head Street
No major facility issues at this time.
Working on having the Fire Alarm and suppression system installed

Learning Tree Head Start/Early Head Start
Experienced some leaking issues after the rains.

Seminole Strother Early Head Start
No major facility issues at this time
Seminole Wrangler HS/EHS
No major facility issues at this time

Comanche County

Beginnings
No major facility issues at this time

Children's Chateau Early Head Start
No major facility issues at this time

Education Engine
No major facility issues at this time

Summit Ridge Head Start
No major facility issues at this time

Lincoln County

Agra
No major facility issues at this time.
Davenport
No major facility issues at this time
Stroud
No major facility issues at this time.
Prague
No major facility issues at this time.

Volunteer in-kind documentation

(See attached volunteer/in-kind spreadsheet for detailed breakdown)

Accident Report Summary

(See attached accident spreadsheet for detailed breakdown)

Terrie Vicknair, HS/EHS Program Director Date

Report: Accident Report for Policy Council

Location (Site)	Date	ident T	Describe Cause of Injury
Main Street HS	4/01	Minor	Hit and scratched by a peer.
Main Street EHS	4/01	Minor	While walking down the hall he walked into the buggy.
Union Street HS	4/01	Minor	was on the table going from one end to the other and hit the ground
Seminole HS	4/01	Minor	4/04/2025 Ashlee Allen Child bumped heads with another child, causing a bruise.
Education Engine HS	4/01	Minor	child fell while trying to get ball
Seminole EHS	4/01	Minor	4/04/2025 Ashlee Allen Another child bit her shoulder.
Seminole EHS	4/02	Minor	4/04/2025 Ashlee Allen Child fell and hit her eye on a wooden chair.
Learning Tree EHS	4/02	Minor	another child jumped on her head
Seminole HS	4/02	Minor	4/04/2025 Ashlee Allen Another child pushed him and he fell and hit his head on the cabinet.
Neighborhood HS	4/04	Minor	bite by another child
Neighborhood HS	4/04	Minor	bite by another child
Children's Chateau EHS	4/04	Minor	child was fighting over toy with friend when friend pinched child's arm
Neighborhood HS	4/04	Minor	bite by another child

Location (Site)	Date	ident T	Describe Cause of Injury
Stroud HS	4/07	Minor	4/07/2025 Ashlee Allen Child was building with long wooden blocks, one fell and hit his right upper cheek.
Bethel Acres EHS	4/07	Minor	another child scratched her
Bethel Acres HS	4/07	Minor	bumped head under slide
Main Street HS	4/07	Minor	Hut with a flashlight during work time.
Main Street HS	4/07	Minor	Hit himself in the nose with a toy airplane.
Summit Ridge HS	4/08	Minor	fell while running hitting himself on the dollhouse
Bethel Acres EHS	4/08	Minor	got hit by a toy in the nose
Noble HS	4/09	Minor	Scratched by a peer while riding bikes.
Main Street EHS	4/09	Minor	Scratched by a peer during a hug.
Learning Tree EHS	4/09	Minor	running and fell hitting his head
Seminole EHS Wr	4/09	Minor	4/11/2025 Ashlee Allen Child fell and hit mouth on wooden arm of teacher's rocking chair.
Education Engine EHS	4/10	Minor	bit by another child for a piece of chalk
Education Engine EHS	4/10	Minor	child fell down the slide steps
Main Street HS	4/10	Minor	Hit by a toy during a transition

Location (Site)	Date	ident T	Describe Cause of Injury
Noble EHS	4/10	Minor	Lost balance while trying to walk
Education Engine EHS	4/11	Minor	was bit by another child while on seesaw
Education Engine EHS	4/11	Minor	child was bit on elbow in the treehouse
Union Street HS	4/11	Minor	fell off a chair and hit the floor
Learning Tree EHS	4/11	Minor	another child tried to hug her and caused her to fall
Learning Tree HS	4/11	Minor	hula hoop scratched her ear
Noble HS	4/11	Minor	While swinging a pair of goggles, he hit himself in the mouth.
Learning Tree EHS	4/14	Minor	another child scratched him
Seminole EHS	4/14	Minor	4/14/2025 Ashlee Allen Another child bit her back in the block area.
Tecumseh HS	4/14	Minor	fell and hit his head on table
Bethel Acres HS	4/14	Minor	another bumped her chair off the table and it hit her
Neighborhood HS	4/14	Minor	bite by another child
Education Engine EHS	4/14	Minor	another child wanted toy so they bit her elbow
Bethel Acres EHS	4/14	Minor	headbutted the floor

Location (Site)	Date	ident T	Describe Cause of Injury
Beginnings Academy HS	4/14	Minor	Child ran into lock on bathroom door when getting out
Beginnings Academy HS	4/14	Minor	ran into another child
Bethel Acres EHS	4/14	Minor	another child scratched her cheek
Education Engine EHS	4/14	Minor	child stumbled causing a trip hitting head on bottom of rocking chair
Main Street HS	4/15	Minor	hit with a toy
Summit Ridge HS	4/16	Minor	hit by a block
Seminole HS	4/16	Minor	4/18/2025 Ashlee Allen Another child pushed him, causing him to fall into the cubbies and hit his head.
Seminole HS	4/16	Minor	4/16/2025 Ashlee Allen Child tripped on the playground and scraped his arm on the fence.
Seminole HS	4/16	Minor	4/18/2025 Ashlee Allen He hit another child, the child bit him on his back.
Seminole EHS	4/17	Minor	4/18/2025 Ashlee Allen Child was running and tripped, hitting his face on the table.
Children's Chateau EHS	4/17	Minor	was pulled down by another child when going up the slide stairs
Summit Ridge EHS	4/17	Minor	hit himself with bell
Moore EHS	4/17	Minor	tripped over a child's foot and bumped her cheek.

Location (Site)	Date	ident T	Describe Cause of Injury
Noble HS	4/17	Minor	Hit a child and they scratched him.
Seminole HS	4/21	Minor	4/24/2025 Ashlee Allen Child ran into a pole on the playground.
Moore EHS	4/21	Minor	Tripped and hit head on chair.
Seminole HS	4/21	Minor	4/22/2025 Ashlee Allen Child got his hand pinched in the gate coming in from the playground.
Seminole HS	4/21	Minor	4/22/2025 Ashlee Allen Another child bit his back on the playground.
Summit Ridge HS	4/22	Minor	rubbed his cheek on edge of cot while sleeping
Seminole EHS Wr	4/22	Minor	4/24/2025 Ashlee Allen Another child bit his arm during music and movement.
Moore EHS	4/22	Minor	Lost balance and hit eye on playgroup equipment.
Moore HS	4/23	Minor	While transitioning in from the playground, finger was smashed in the gate.
Education Engine HS	4/23	Minor	child tripped while running with a marker in his hand and poked his nose
Baby Steps EHS	4/23	Minor	Lost balance hit his chin on window, causing him to bit his tongue.
Education Engine EHS	4/23	Minor	child had toy another child wanted when they snatched them scratching her
Seminole HS	4/23	Minor	4/24/2025 Ashlee Allen Child threw her headband and it hit a picture on the wall, knocking it off. It hit her lip when it fell.

Location (Site)	Date	ident T	Describe Cause of Injury
Seminole EHS	4/23	Minor	4/24/2025 Ashlee Allen Another child tried to take his toy and scratched his neck and shoulder.
Moore EHS	4/24	Minor	Bumped head on the wall near the book area.
Beginnings Academy HS	4/25	Minor	child tripped while running
Seminole EHS	4/28	Minor	4/28/2025 Ashlee Allen Child tripped and hit her head on a toy in the floor.
Education Engine EHS	4/28	Minor	child tripped over himself
Education Engine EHS	4/29	Minor	was scratched by another child who wanted the toy he had

2024-2025 Accidents

HS/EHS CENTERS	August			Sept.			Oct.			Nov.			Dec.			Jan.			Feb.			March			April			May			June			July			Yearly Totals
	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	
Cleveland County																																					
Baby Steps	0	0	0	0	0	1	0	0	1	0	0	1	0	0	3	0	0	0	0	0	4	0	0	3	0	0	1	0	0	0	0	0	0	0	0	0	14
Main	0	0	5	0	0	17	0	0	25	0	1	23	0	1	29	0	0	13	0	0	19	0	0	26	0	1	7	0	0	0	0	0	0	0	0	0	167
Moore	0	0	3	1	0	9	0	0	0	0	0	5	0	0	4	0	0	4	0	0	1	0	0	2	0	0	5	0	0	0	0	0	0	0	0	0	34
Noble	0	0	3	0	0	2	0	0	2	0	0	1	0	0	2	0	0	4	0	0	3	0	0	8	0	0	4	0	0	0	0	0	0	0	0	0	29
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Comanche County																																					
Beginnings Academy	0	0	5	0	0	5	0	0	11	0	0	6	0	0	10	0	0	10	0	0	6	0	0	6	0	0	3	0	0	0	0	0	0	0	0	0	62
Children's Chateau	0	0	3	0	0	12	0	0	6	0	0	2	0	0	6	0	0	1	0	0	6	0	0	3	0	0	2	0	0	0	0	0	0	0	0	0	41
Education Engine	0	0	6	0	0	16	0	0	6	0	0	2	0	0	0	0	0	2	0	0	7	0	0	6	1	0	11	0	0	0	0	0	0	0	0	0	57
Summit Ridge	0	0	0	0	0	6	0	0	3	0	0	4	0	0	5	0	0	3	0	0	3	0	0	3	0	0	4	0	0	0	0	0	0	0	0	0	31
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lincoln County																																					
Agra	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Davenport	0	0	0	0	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
Prague	0	0	2	0	0	2	0	0	5	0	1	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
Stroud	0	0	0	0	0	1	0	0	0	0	2	1	0	1	1	0	0	1	0	0	1	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	11
TOTAL	0	0	0	1	0	74	0	0	61	0	4	46	0	2	62	0	0	38	0	0	50	0	0	56	1	1	38	0	0	0	0	0	0	0	0	0	434

2024-2025 Accidents

HS/EHS CENTERS	August			Sept.			Oct.			Nov.			Dec.			Jan.			Feb.			March			April			May			June			July			Yearly Totals
	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	Adults	Children	Minor Accidents	
Pottawatomie County																																					
Bethel	0	0	5	0	0	14	0	0	40	0	0	23	0	0	10	0	0	13	0	0	2	0	0	2	0	0	6	0	0	0	0	0	0	0	0	0	115

Learning Tree	0	0	9	0	0	17	1	0	11	0	0	4	0	0	6	0	0	5	0	0	4	0	0	12	0	0	5	0	0	0	0	0	0	0	0	0	74
Maud	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Neighborhood EHS	0	0	12	0	0	2	0	0	2	0	0	3	0	0	1	0	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	24
Neighborhood HS	0	0	2	0	0	4	0	0	5	0	0	0	0	0	0	0	0	1	0	0	0	0	0	3	0	0	4	0	0	0	0	0	0	0	0	0	19
Tecumseh	0	0		0	0	2	0	0	3	0	0	2	0	0	0	0	0	1	0	0	2	0	0	9	0	0	1	0	0	0	0	0	0	0	0	0	20
Union	0	0	6	0	0	4	0	0	4	0	0	2	0	0	7	0	0	2	0	0	1	0	0	6	0	0	2	0	0	0	0	0	0	0	0	0	34
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Seminole County																																					
Seminole EHS	0	0	7	0	0	1	0	0	4	0	0	3	0	0	0	0	0	1	0	0	0	0	0	4	0	0	8	0	0	0	0	0	0	0	0	0	28
Seminole HS Wrangle	0	0	2	0	0	13	0	0	6	0	0	6	0	0	0	0	0	7	0	0	4	0	0	15	0	0	9	0	0	0	0	0	0	0	0	0	62
Totals	0	0	43	0	0	57	1	0	75	0	0	44	0	0	24	0	0	32	0	0	13	0	0	53	0	0	35	0	0	0	0	0	0	0	0	0	377
Grand Total	0	0	45	1	0	131	1	0	80	0	1	45	0	2	83	0	0	70	0	0	63	0	0	109	0	0	73	0	0	0	0	0	0	0	0	0	704

Crossroads Head Start/Early Head Start
Volunteer Inkind Report
Feb-25

Location	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Total	Annual Goal	% Achieved
Early Head Start															
Agra EHS	516.24	1,145.41											1,661.65	5,162.40	32.2%
Baby Steps EHS	3,221.13	3,744.76											6,965.89	10,324.80	67.5%
Beginnings Academy EHS	2,785.63	3,135.16											5,920.79	15,487.20	38.2%
Bethel EHS	1,473.45	1,231.48											2,704.93	5,162.40	52.4%
Children's Chateau	2,484.42	4,194.56											6,678.98	20,649.60	32.3%
Education Engine EHS	4,490.28	4,769.88											9,260.16	15,487.20	59.8%
Learning Tree EHS	5,915.29	7,700.66											13,615.95	23,230.80	58.6%
Main Street EHS	5,544.81	5,210.83											10,755.64	20,649.60	52.1%
Maud EHS	-	-											-	5,162.40	0.0%
Moore EHS	4,232.15	3,484.66											7,716.81	15,487.20	49.8%
Neighborhood EHS	994.89	1,005.61											2,000.50	5,162.40	38.8%
Noble EHS	1,586.36	2,188.69											3,775.05	5,162.40	73.1%
Prague EHS	1,172.33	1,118.53											2,290.86	5,162.40	44.4%
Seminole EHS	1,048.63	2,532.80											3,581.43	20,649.60	17.3%
Seminole WR EHS	1,543.35	1,726.19											3,269.54	5,162.40	63.3%
Summit Ridge EHS	2,016.60	1,962.82											3,979.42	10,324.80	38.5%
Tecumseh EHS	1,661.65	1,419.66											3,081.31	5,162.40	59.7%
Union Street EHS	1,037.86	1,618.64											2,656.50	5,162.40	51.5%
SubTotal	41,725.07	48,190.34	-	-	-	-	-	-	-	-	-	-	89,915.41	198,752.40	45.2%
Head Start															
Agra HS	1,037.87	1,645.54											2,683.41	10,970.10	24.5%
Beginnings Academy HS	10,669.10	9,480.66											20,149.76	32,910.30	61.2%
Bethel HS	919.56	876.56											1,796.12	10,970.10	16.4%
Davenport HS	2,113.37	2,183.28											4,296.65	10,970.10	39.2%
Education Engine HS	8,507.37	10,405.58											18,912.95	43,880.40	43.1%
Learning Tree HS	1,693.96	3,097.45											4,791.41	10,970.10	43.7%
Main Street HS	4,961.94	6,898.62											11,860.56	32,910.30	36.0%
Maud	1,468.08	4,673.06											6,141.14	10,970.10	56.0%
Moore HS	9,523.61	12,067.20											21,590.81	21,940.20	98.4%
Neighborhood HS	2,532.83	1,892.88											4,425.71	10,970.10	40.3%
Noble HS	1,892.77	3,178.12											5,070.89	10,970.10	46.2%
Prague HS	4,829.03	4,409.58											9,238.61	10,970.10	84.2%
Seminole HS	2,457.56	3,608.35											6,065.91	21,940.20	27.6%
Stroud HS	1,129.28	2,145.62											3,274.90	10,970.10	29.9%
Summit Ridge HS	5,157.07	4,199.91											9,356.98	21,940.20	42.6%
Tecumseh	2,898.52	2,210.22											5,108.74	10,970.10	46.6%
Union Street HS	6,356.30	4,764.53											11,120.83	32,910.30	33.8%
SubTotal	68,148.22	77,737.16	-	-	-	-	-	-	-	-	-	-	145,885.38	318,132.90	45.9%
Policy Council	-	-	-	-	-	-	-			-			-		
Total OverAll	109,873.29	125,927.50	-	-	-	-	-	-	-	-	-	-	235,800.79	516,885.30	45.6%

2301 - Average Daily Attendance

Program Term: All | All | Report Dates: 4/01/2025 - 4/30/2025 | Enrollment Status: All | Flag/Group: Not Filtered | Program Option: All | Responsible Staff: All | Custom Filter: Not Filtered | Report Type: Summary

Crossroads HS/EHS

	Attendance Records			Operating Days	ADA [1]	Funded Enrollment		Actual Enrollment	
	Present[5]	Absent[6]	Neither[7]			Count	% Attendance	Count[2]	% Attendance[3]
Agra EHS	143	17	0	20.00 (avg)	7.15	8	89.38%	8.00	89.38%
Agra HS	275	45	0	20.00 (avg)	13.75	17	80.88%	16.00	85.94%
Baby Steps EHS	288	36	0	21.00 (avg)	13.71	16	85.71%	15.43	88.89%
Beginnings Academy EHS	406	72	0	20.00 (avg)	20.30	24	84.58%	23.90	84.94%
Beginnings Academy HS	899	101	0	20.00 (avg)	44.95	51	88.14%	50.00	89.90%
Bethel Acres EHS	152	22	0	22.00 (avg)	6.91	8	86.36%	7.91	87.36%
Bethel Acres HS	289	56	0	22.00 (avg)	13.14	17	77.27%	15.68	83.77%
Children's Chateau EHS	522	83	0	20.00 (avg)	26.10	32	81.56%	30.25	86.28%
Davenport HS	226	29	0	15.00 (avg)	15.07	17	88.63%	17.00	88.63%
Education Engine EHS	361	66	0	19.00 (avg)	18.99	32	59.38%	22.47	84.54%
Education Engine HS	1,094	187	0	19.00 (avg)	57.58	68	84.67%	67.42	85.40%
Learning Tree EHS	695	37	0	21.20 (avg)	32.75	36	90.97%	34.48	94.95%
Learning Tree HS	312	45	0	21.00 (avg)	14.86	17	87.39%	17.00	87.39%
Main Street EHS	450	47	0	21.00 (avg)	21.42	24	89.29%	23.67	90.54%
Main Street HS	967	104	0	21.00 (avg)	46.05	51	90.29%	51.00	90.29%
Maud HS	276	60	0	21.00 (avg)	13.14	17	77.31%	16.00	82.14%
Moore EHS	311	26	0	21.00 (avg)	14.81	16	92.56%	16.05	92.28%
Moore HS	644	70	0	21.00 (avg)	30.66	34	90.20%	34.00	90.20%
Neighborhood EHS	155	12	0	22.00 (avg)	7.05	8	88.07%	7.59	92.81%
Neighborhood HS	318	44	1	22.00 (avg)	14.45	17	85.03%	16.45	87.85%
Noble EHS	153	7	0	20.00 (avg)	7.65	8	95.63%	8.00	95.63%
Noble HS	308	25	0	21.00 (avg)	14.67	17	86.27%	15.86	92.49%
Prague EHS	147	21	0	21.00 (avg)	7.00	8	87.50%	8.00	87.50%
Prague HS	297	56	0	21.00 (avg)	14.14	17	83.19%	16.81	84.14%
Seminole EHS	604	63	0	21.00 (avg)	28.76	32	89.88%	31.76	90.55%
Seminole EHS Wr	152	16	0	21.00 (avg)	7.24	8	90.48%	8.00	90.48%
Seminole HS	539	105	0	21.00 (avg)	25.67	34	75.49%	30.67	83.70%
Stroud HS	270	45	0	21.00 (avg)	12.86	17	75.63%	15.00	85.71%
Summit Ridge EHS	272	39	0	21.00 (avg)	12.95	16	80.95%	14.81	87.46%
Summit Ridge HS	630	84	0	21.00 (avg)	30.00	34	88.24%	34.00	88.24%
Tecumseh EHS	145	13	0	20.00 (avg)	7.25	8	90.63%	7.90	91.77%
Tecumseh HS	309	31	0	20.00 (avg)	15.45	17	90.88%	17.00	90.88%
Union Street EHS	152	19	0	22.00 (avg)	6.91	8	86.36%	7.77	88.89%
Union Street HS	940	111	0	21.00 (avg)	44.76	51	87.77%	50.05	89.44%
Crossroads HS/EHS	13,701	1,794	1	20.53 (avg)	668.15	785	85.18%	755.93	88.42%
Report Totals	13,701	1,794	1	20.53 (avg)	668.15	785	85.18%	755.93	88.42%

1. ADA for each clasroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
2. Actual Enrollment Count for each classroom is the sum of the Present and Absent columns divided by the Operating Days
3. Percent Attendance is the Present count divided by the sum of Present and Absent Count
4. Site totals for ADA, Funded Enrollment Count, and Actual Enrollment count are the sum of that count for each of the site's classrooms.
5. Statuses counted as Present: Present(P), Present Offsite(PO), Tardy(T), Left Early(LE), Tardy and Left Early(TLE), Late Pickup(LP), Tardy and Late Pickup (TLP)
6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U)
7. Statuses counted as Neither: No Class (-), Best Interest Day (B), Not Scheduled (N), Virtual (V), ()

CHILD AND ADULT CARE FOOD PROGRAM (CACFP)
REPORT OF FACILITIES OPERATING UNDER ONE INSTITUTION

MONTH: April 2025 SPONSORING ORGANIZATION: Crossroads Youth/Family

Complete and return with each month's claim for reimbursement AGREEMENT NUMBER: DC-14-182

LIST EACH FACILITY		# DAYS	# ENROLLED	PARTICIPATION FREE	PARTICIPATION TOTAL	# MEALS SERVED PROGRAM CHILDREN BREAKFAST 1ST	LUNCH 1ST	SUPPLEMENT 3RD PM
Agra HS		20	16	16	16	263	267	232
Agra EHS		20	8	8	8	119	118	110
Baby Steps EHS		21	16	16	16	203	215	192
Beginnings Academy			74	74	74	1219	1281	1214
	HS	20	50	50	50	835	883	825
	EHS	20	24	24	24	384	398	389
Bethel Acres			25	25	25	377	386	353
	HS	21	17	17	17	253	268	240
	EHS	21	8	8	8	124	118	113
Children's Chateau		20	32	32	32	501	500	497
Davenport HS		15	17	17	17	218	209	187
Education Engine			96	96	96	1356	1424	696
	HS	19	68	68	68	1008	1066	396
	EHS	19	28	28	28	348	358	300
Learning Tree			53	53	53	891	927	769
	HS	21	17	17	17	293	302	277
	EHS	21	36	36	36	598	625	492
Main St Head Start			75	75	75	1193	1389	1242
	HS	21	51	51	51	801	945	820
	EHS	21	24	24	24	392	444	422
Maud HS		21	16	16	16	222	219	63
Maud EHS		0	0	0	0	0	0	0
Moore Extend Day Hd Strt			50	50	50	873	894	367
	HS	21	34	34	34	612	612	119
	EHS	21	16	16	16	261	282	248
Neighborhood HS		21	17	17	17	298	295	212
Neighborhood EHS		21	8	8	8	146	135	124
Noble Hd Strt			24	24	24	382	453	410
	HS	21	16	16	16	239	302	268
	EHS	20	8	8	8	143	151	142
Prague			25	25	25	426	436	410
	HS	21	17	17	17	289	291	273
	EHS	21	8	8	8	137	145	137
Seminole St		21	32	32	32	545	571	521
Seminole Wr			40	40	40	663	653	554
	HS	21	32	32	32	533	528	457
	EHS	21	8	8	8	130	125	97
Stroud HS		21	15	15	15	268	249	246
Summit Ridge Head Start			50	50	50	765	845	485
	HS	21	34	34	34	525	592	264
	EHS	21	16	16	16	240	253	221
Tecumseh			25	25	25	432	433	390
	HS	20	17	17	17	298	305	278
	EHS	20	8	8	8	134	128	112
Union Street			59	59	59	1037	1039	678
	HS	21	51	51	51	917	916	565
	EHS	21	8	8	8	120	123	113
	TOTALS		773	773	773	12397	12938	9952

I (We) certify that the above information is true and correct to the best of my (our) knowledge and that the same is supported by the records maintained in accordance with our Child and Adult Care Food Program Agreement.

By: ______________________ Date: ______________

CHILD AND ADULT CARE FOOD PROGRAM (CACFP)
REPORT OF FACILITIES
OPERATING UNDER ONE INSTITUTION

AGENCY WIDE MONTH: Apr-25

	# MEALS SERVED TO PROGRAM ADULTS Breakfast	1st Lunch	PM Supp
Cleveland HS	256	255	254
Cleveland EHS	328	330	328
Comanche HS	399	418	397
Comanche EHS	585	606	575
Lincoln HS	162	162	108
Lincoln EHS	96	96	95
Pott HS	407	414	404
Pott EHS	374	359	357
Sem HS	82	80	80
Sem EHS	209	207	207
Total	2898	2927	2805

Crossroads Head Start/Early Head Start

Complete 90-day Screenings Percentage 2024-2025

	Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun		Jul	
Cleveland Co	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS	EHS	HS
Baby Steps					92	n/a	100	n/a	100	n/a	100	n/a	93	n/a	100	n/a	100	n/a						
Main St					88	71	100	98	100	10	91	100	91	100	96	100	100	100						
Moore					56	91	60	97	71	100	100	100	92	100	93	100	93	100						
Noble					100	n/a	100	n/a	100	40	75	25	100	29	88	75	100	93						
Comanche Co																								
Beginnings					92	65	88	90	91	96	91	92	83	92	88	96	100	98						
Chateau					77	n/a	100	n/a	100	n/a	92	n/a	82	n/a	90	n/a	86	n/a						
Engine					77	58	70	70	87	87	31	95	88	99	92	100	96	97						
S Ridge					75	81	92	94	92	88	87	88	94	97	100	100	93	100						
Lincoln Co																								
Agra					25	93	14	94	43	94	83	94	75	94	88	100	100	100						
Davenport					n/a	76	n/a	100	n/a	95	n/a	94	n/a	100	n/a	100	100	100						
Prague					88	88	88	88	100	95	100	100	100	100	88	100	100	94						
Stroud					n/a	59	n/a	100	n/a	100	n/a	100	n/a	94	n/a	93	n/a	100						
Pot Co																								
Bethel					88	50	88	65	88	81	71	82	71	94	86	94	100	93						
LTree					97	94	94	100	94	100	97	100	97	100	100	100	97	100						
Maud					n/a	93	n/a	80	n/a	94	n/a	88	n/a	94	n/a	94	n/a	100						
Nhood					100	47	86	81	88	88	100	94	100	94	88	94	100	94						
Tecumseh					71	88	86	88	100	100	100	94	86	94	86	94	100	100						
Union					86	83	100	96	100	100	100	98	100	98	100	96	100	96						
Seminole Co																								
Seminole					86	n/a	93	n/a	96	n/a	73	n/a	68	n/a	74	n/a	81	n/a						
Seminole Wr					71	42	67	76	86	94	86	94	100	87	100	90	100	90						

Crossroads Youth & Family Services, Inc.				
Counseling & Emergency Shelter Statistical Summary				
FY 2024 / 2025				
	Feb-25	**YTD Totals**	**FY25 Goal**	**% reached**
Counseling Services: (TXIX & SS ONLY)				
# of Counseling Referrals	2	22	65	34%
# of Counseling Assessments (BHOP)	2	23	60	38%
# of Assessment (BHOP) Hours*	4	36.5	100	37%
# of Initial Treatment Plans	3	23	40	58%
# of Initial Treatment Plan Hours	0.50	26.54	40	66%
# of Treatment Plan Reviews	9	51		
# of Treatment Plan Review Hours	3.3	16.70		
# of Treatment Plan Modifications	0	0		
Client Age at Intake				
0-5 years	0	0		
6-10 years	0	8		
11-14 years	0	5		
15-17 years	2	17		
18+ years	0	1		
# of Client Intakes by Community				
Moore	0	2		
Lexington	0	0		
Little Axe	0	0		
Noble	0	0		
Norman	2	25		
Newalla	0	0		
Other	0	1		
Monthly Case Count				
# of Clients Carried Forward (from previous month)	56	NA		
# of New Clients	2	23		
# of Cases Closed	2	17		
Total # of Clients Served	58	62	100	62%
***Includes Face-to-Face and Non Face-to-Face Hours**			**FY25 Goal**	**% reached**
# of Individual Sessions	135	1178	1750	67%
# of Individual Therapy Hours	116.2	1031.29	1650	63%
# of Families Served in Family Sessions	9	TBD	90	TBD
# of Family Therapy Hours	8	65.43	60	109%
Emergency Crisis Counseling Hours	0	0		
Case Management Sessions	0	0		
# of Transfer Clients within Agency	0	5		
# of Clients Transferred out of Agency	0	0		

Counseling Services: (CARS)			**FY25 Goal**	**% reached**
# of Referrals	3	29	40	73%
# of Assessments	5	36	40	90%
# of Assessment Hours	14	100	120	83%
# of Non-BHOP Assessments	0	2	TBD	TBD
# of Non-BHOP Assessment Hours	0	6	TBD	TBD
# of Initial Treatment Plans	3	22	35	63%
# of Initial Treatment Plan Hours	4.5	40	50	80%
# of Treatment Plan Reviews	3	23		
# of Treatment Plan Review Hours	3	25		
# of Treatment Plan Modifications	0	0		
Client Age at Intake				
0-5 years	0	0		
6-10 years	0	0		
11-14 years	0	2		
15-17 years	4	24		
18+ years	1	6		
# of Client Intakes by Community				
Moore	0	3		
Lexington	0	0		
Little Axe	0	0		
Noble	1	2		
Norman	2	19		
Newalla	0	0		
Other	0	16		
Monthly Case Count				
# of Clients Carried Forward (from previous month)	17	NA		
# of New Clients	5	24		
# of Cases Closed	2	25		
Total # of Clients Served	20	39	60	65%
Counseling Services Provided: (CARS)			**FY25 Goal**	**% reached**
# of Individual Sessions	40	296	400	74%
# of Individual Therapy Hours	31.5	263.95	375	70%
# of Families Served: (In Family Sessions)	5	TBD	65	TBD
# of Family Therapy Hours	2.45	78.45	55	143%
Emergency Crisis Counseling Hours	0	0		
Psychoeducational Groups: (CARS)			**FY25 Goal**	**% reached**
# of Group Rehab Hours (Psychoeducation)	0	0		
# of Group Therapy Hours (Psychotherapy)	9	79	60	132%
Teens and Parents in Partnership (TAPP)			**FY25 Goal**	**% reached**
# of TAPP Referrals	0	17	30	57%
# of Enrollments (Intakes)	3	37	25	148%
Total # of Groups Completed	1	6	12	50%

Total # of Participants Completed	8	54	50	108%
Total # of Groups Currently in Progress	0	0		
Total # of Participants Currently in Progress	0	0		
Total # of Participants Referred to CYFS Counseling	0	0		
Total # of Participants Referred to Another Agency	0	0		
Truancy			**FY25 Goal**	**% reached**
# of Truancy Referrals	0	0	7	0%
# of Enrollments (Intakes)	0	0	5	0%
Total # of Groups Completed	0	0	3	0%
Total # of Participants Completed	0	0	5	0%
Total # of Groups Currently in Progress	0	0		
Total # of Participants Currently in Progress	0	0		
Total # of Participants Referred to CYFS Counseling	0	0		
Total # of Participants Referred to Another Agency	0	0		
TSET			**FY25 Goal**	**% reached**
# of contacts (individual's impacted)	566	4036	5900	68%
# of groups completed	39	274	350	78%
Psychoeducational Groups: (TXIX & SS ONLY)			**FY25 Goal**	**% reached**
# of New Clients Served: Shelter Group Rehab	2	19	45	42%
# of Shelter Group Rehab Hours	10	97	135	72%
# of DID Classes	1	6	12	50%
# of DID Participants	2	26	72	36%
# of Community-Based Prevention Groups	48	283	375	75%
# of New Clients Served: Community-Based Prevention Groups	0	280	350	80%
Emergency Shelter Services:			**FY25 Goal**	**% reached**
# of Shelter Intakes	3	23	50	46%
# of Total Carryovers	6	NA		
# of Total Kids Served	9	31	60	52%
# of Total Shelter Care Days	164	1385	1825	76%
# of Kids Attending School	8	NA		
# of Total School Hours	90	590	860	69%
# of Kids in Shelter Past 30 Days	6	NA		
# of Outings	14	197		
# of Incident Reports	3	10		
# of Grievances	0	0		
# of Structured Recreation Hours	30.25	269.75	260	104%
# of Resident Intakes by Community/County				
Blaine County	0	0		
Bryan County	0	0		
Canadian County	0	5		
Carter County	0	3		
Choctaw County	0	0		
Cleveland County	2	7		

Comanche County	0	1		
Custer County	0	0		
Garfield County	0	0		
Garvin County	0	1		
Grady County	0	0		
Jackson County	1	1		
Johnston County	0	0		
Logan County	0	0		
Major County	0	1		
Mayes County	0	0		
McClain County	0	0		
McIntosh County	0	0		
Murray County	0	0		
Muskogee County	0	0		
Oklahoma County	2	5		
Okmulgee County	0	0		
Osage County	0	0		
Ottowa County	0	0		
Payne County	0	0		
Pontotoc County	0	0		
Pottawattamie County	0	0		
Pushmataha County	0	0		
Rogers County	0	0		
Seminole County	0	0		
Sequoyah County	0	0		
Tulsa County	0	0		
Wagnor County	0	0		
Washita County	0	0		
Woodward County	0	0		

Crossroads Youth & Family Services, Inc.				
Counseling & Emergency Shelter Statistical Summary				
FY 2024 / 2025				
	Mar-25	**YTD Totals**	**FY25 Goal**	**% reached**
Counseling Services: (TXIX & SS ONLY)				
# of Counseling Referrals	7	29	65	45%
# of Counseling Assessments (BHOP)	7	30	60	50%
# of Assessment (BHOP) Hours*	14	50.5	100	51%
# of Initial Treatment Plans	2	25	40	63%
# of Initial Treatment Plan Hours	4.00	30.54	40	76%
# of Treatment Plan Reviews	9	60		
# of Treatment Plan Review Hours	3.05	19.75		
# of Treatment Plan Modifications	0	0		
Client Age at Intake				
0-5 years	0	0		
6-10 years	1	9		
11-14 years	4	9		
15-17 years	2	19		
18+ years	0	1		
# of Client Intakes by Community				
Moore	0	2		
Lexington	0	0		
Little Axe	0	0		
Noble	1	1		
Norman	6	31		
Newalla	0	0		
Other	0	1		
Monthly Case Count				
# of Clients Carried Forward (from previous month)	55	NA		
# of New Clients	7	30		
# of Cases Closed	3	20		
Total # of Clients Served	62	69	100	69%
***Includes Face-to-Face and Non Face-to-Face Hours**			**FY25 Goal**	**% reached**
# of Individual Sessions	178	1356	1750	77%
# of Individual Therapy Hours	153.45	1184.74	1650	72%
# of Families Served in Family Sessions	14	TBD	90	TBD
# of Family Therapy Hours	17.5	82.93	60	138%
Emergency Crisis Counseling Hours	0.15	0.15		
Case Management Sessions	0	0		
# of Transfer Clients within Agency	3	8		
# of Clients Transferred out of Agency	0	0		

Counseling Services: (CARS)			FY25 Goal	% reached
# of Referrals	6	35	40	88%
# of Assessments	6	42	40	105%
# of Assessment Hours	18	118	120	98%
# of Non-BHOP Assessments	1	3	TBD	TBD
# of Non-BHOP Assessment Hours	2	8	TBD	TBD
# of Initial Treatment Plans	4	26	35	74%
# of Initial Treatment Plan Hours	5.5	45.5	50	91%
# of Treatment Plan Reviews	2	25		
# of Treatment Plan Review Hours	2	27		
# of Treatment Plan Modifications	0	0		
Client Age at Intake				
0-5 years	0	0		
6-10 years	0	0		
11-14 years	3	5		
15-17 years	2	26		
18+ years	1	27		
# of Client Intakes by Community				
Moore	0	3		
Lexington	0	0		
Little Axe	0	0		
Noble	0	2		
Norman	6	25		
Newalla	0	0		
Other	0	16		
Monthly Case Count				
# of Clients Carried Forward (from previous month)	17	NA		
# of New Clients	6	30		
# of Cases Closed	1	26		
Total # of Clients Served	23	45	60	75%
Counseling Services Provided: (CARS)			**FY25 Goal**	**% reached**
# of Individual Sessions	44	340	400	85%
# of Individual Therapy Hours	39.5	303.45	375	81%
# of Families Served: (In Family Sessions)	11	TBD	65	TBD
# of Family Therapy Hours	10.5	88.95	55	162%
Emergency Crisis Counseling Hours	0	0		
Psychoeducational Groups: (CARS)			**FY25 Goal**	**% reached**
# of Group Rehab Hours (Psychoeducation)	0	0		
# of Group Therapy Hours (Psychotherapy)	7.5	86.5	60	144%
Teens and Parents in Partnership (TAPP)			**FY25 Goal**	**% reached**
# of TAPP Referrals	1	18	30	60%
# of Enrollments (Intakes)	0	37	25	148%
Total # of Groups Completed	0	6	12	50%

Total # of Participants Completed	0	54	50	108%
Total # of Groups Currently in Progress	0	0		
Total # of Participants Currently in Progress	0	0		
Total # of Participants Referred to CYFS Counseling	0	0		
Total # of Participants Referred to Another Agency	0	0		
Truancy			**FY25 Goal**	**% reached**
# of Truancy Referrals	0	0	7	0%
# of Enrollments (Intakes)	0	0	5	0%
Total # of Groups Completed	0	0	3	0%
Total # of Participants Completed	0	0	5	0%
Total # of Groups Currently in Progress	0	0		
Total # of Participants Currently in Progress	0	0		
Total # of Participants Referred to CYFS Counseling	0	0		
Total # of Participants Referred to Another Agency	0	0		
TSET			**FY25 Goal**	**% reached**
# of contacts (individual's impacted)	673	4709	5900	80%
# of groups completed	41	315	350	90%
Psychoeducational Groups: (TXIX & SS ONLY)			**FY25 Goal**	**% reached**
# of New Clients Served: Shelter Group Rehab	2	19	45	42%
# of Shelter Group Rehab Hours	14.5	111.5	135	83%
# of DID Classes	1	7	12	58%
# of DID Participants	9	35	72	49%
# of Community-Based Prevention Groups	34	317	375	85%
# of New Clients Served: Community-Based Prevention Groups	0	280	350	80%
Emergency Shelter Services:			**FY25 Goal**	**% reached**
# of Shelter Intakes	2	25	50	50%
# of Total Carryovers	6	NA		
# of Total Kids Served	7	42	60	70%
# of Total Shelter Care Days	200	1585	1825	87%
# of Kids Attending School	7	NA		
# of Total School Hours	75	665	860	77%
# of Kids in Shelter Past 30 Days	6	NA		
# of Outings	19	216		
# of Incident Reports	1	11		
# of Grievances	0	0		
# of Structured Recreation Hours	28.25	298	260	115%
# of Resident Intakes by Community/County				
Blaine County	0	0		
Bryan County	0	0		
Canadian County	0	5		
Carter County	0	3		
Choctaw County	0	0		
Cleveland County	0	7		

Comanche County	0	1		
Custer County	0	0		
Garfield County	0	0		
Garvin County	0	1		
Grady County	0	0		
Jackson County	0	1		
Johnston County	0	0		
Logan County	0	0		
Major County	0	1		
Mayes County	0	0		
McClain County	0	0		
McIntosh County	0	0		
Murray County	0	0		
Muskogee County	0	0		
Oklahoma County	0	5		
Okmulgee County	0	0		
Osage County	0	0		
Ottowa County	0	0		
Payne County	0	0		
Pontotoc County	0	0		
Pottawattamie County	0	0		
Pushmataha County	0	0		
Rogers County	0	0		
Seminole County	0	0		
Sequoyah County	0	0		
Tulsa County	2	2		
Wagnor County	0	0		
Washita County	0	0		
Woodward County	0	0		

Crossroads Youth & Family Services, Inc.				
Counseling & Emergency Shelter Statistical Summary				
FY 2024 / 2025				
	Apr-25	**YTD Totals**	**FY25 Goal**	**% reached**
Counseling Services: (TXIX & SS ONLY)				
# of Counseling Referrals	4	33	65	51%
# of Counseling Assessments (BHOP)	4	34	60	57%
# of Assessment (BHOP) Hours*	5	55.5	100	56%
# of Initial Treatment Plans	6	31	40	78%
# of Initial Treatment Plan Hours	5.22	35.45	40	89%
# of Treatment Plan Reviews	11	71		
# of Treatment Plan Review Hours	2.55	22.30		
# of Treatment Plan Modifications	0	0		
Client Age at Intake				
0-5 years	0	0		
6-10 years	2	11		
11-14 years	1	10		
15-17 years	1	20		
18+ years	0	1		
# of Client Intakes by Community				
Moore	0	2		
Lexington	0	0		
Little Axe	0	0		
Noble	0	1		
Norman	4	35		
Newalla	0	0		
Other	0	1		
Monthly Case Count				
# of Clients Carried Forward (from previous month)	60	NA		
# of New Clients	4	34		
# of Cases Closed	2	22		
Total # of Clients Served	64	73	100	73%
***Includes Face-to-Face and Non Face-to-Face Hours**			**FY25 Goal**	**% reached**
# of Individual Sessions	182	1538	1750	88%
# of Individual Therapy Hours	159.52	1344.26	1650	81%
# of Families Served in Family Sessions	9	TBD	90	TBD
# of Family Therapy Hours	16.5	99.4	60	166%
Emergency Crisis Counseling Hours	0	0.15		
Case Management Sessions	0	0		
# of Transfer Clients within Agency	1	9		
# of Clients Transferred out of Agency	0	0		

Counseling Services: (CARS)			FY25 Goal	% reached
# of Referrals	4	39	40	98%
# of Assessments	4	48	40	120%
# of Assessment Hours	12	130	120	108%
# of Non-BHOP Assessments	1	4	TBD	TBD
# of Non-BHOP Assessment Hours	2	10	TBD	TBD
# of Initial Treatment Plans	9	35	35	100%
# of Initial Treatment Plan Hours	12.5	58	50	116%
# of Treatment Plan Reviews	2	27		
# of Treatment Plan Review Hours	2	29		
# of Treatment Plan Modifications	0	0		
Client Age at Intake				
0-5 years	0	0		
6-10 years	0	0		
11-14 years	1	5		
15-17 years	3	29		
18+ years	0	27		
# of Client Intakes by Community				
Moore	0	3		
Lexington	0	0		
Little Axe	0	0		
Noble	1	3		
Norman	3	28		
Newalla	0	0		
Other	0	16		
Monthly Case Count				
# of Clients Carried Forward (from previous month)	24	NA		
# of New Clients	4	34		
# of Cases Closed	3	29		
Total # of Clients Served	28	49	60	82%
Counseling Services Provided: (CARS)			**FY25 Goal**	**% reached**
# of Individual Sessions	54	394	400	99%
# of Individual Therapy Hours	51	354.45	375	95%
# of Families Served: (In Family Sessions)	11	TBD	65	TBD
# of Family Therapy Hours	16.25	105.20	55	191%
Emergency Crisis Counseling Hours	0	0		
Psychoeducational Groups: (CARS)			**FY25 Goal**	**% reached**
# of Group Rehab Hours (Psychoeducation)	0	0		
# of Group Therapy Hours (Psychotherapy)	6	92.5	60	154%
Teens and Parents in Partnership (TAPP)			**FY25 Goal**	**% reached**
# of TAPP Referrals	6	24	30	80%
# of Enrollments (Intakes)	6	43	25	172%
Total # of Groups Completed	1	7	12	58%

Total # of Participants Completed	8	62	50	124%
Total # of Groups Currently in Progress	0	0		
Total # of Participants Currently in Progress	0	0		
Total # of Participants Referred to CYFS Counseling	0	0		
Total # of Participants Referred to Another Agency	0	0		
Truancy			**FY25 Goal**	**% reached**
# of Truancy Referrals	0	0	7	0%
# of Enrollments (Intakes)	0	0	5	0%
Total # of Groups Completed	0	0	3	0%
Total # of Participants Completed	0	0	5	0%
Total # of Groups Currently in Progress	0	0		
Total # of Participants Currently in Progress	0	0		
Total # of Participants Referred to CYFS Counseling	0	0		
Total # of Participants Referred to Another Agency	0	0		
TSET			**FY25 Goal**	**% reached**
# of contacts (individual's impacted)	1092	5801	5900	98%
# of groups completed	56	371	350	106%
Psychoeducational Groups: (TXIX & SS ONLY)			**FY25 Goal**	**% reached**
# of New Clients Served: Shelter Group Rehab	3	22	45	49%
# of Shelter Group Rehab Hours	17	128.5	135	95%
# of DID Classes	1	8	12	67%
# of DID Participants	5	40	72	56%
# of Community-Based Prevention Groups	13	330	375	88%
# of New Clients Served: Community-Based Prevention Groups	15	295	350	84%
Emergency Shelter Services:			**FY25 Goal**	**% reached**
# of Shelter Intakes	3	28	50	56%
# of Total Carryovers	6	NA		
# of Total Kids Served	9	45	60	75%
# of Total Shelter Care Days	168	1753	1825	96%
# of Kids Attending School	9	NA		
# of Total School Hours	105	770	860	90%
# of Kids in Shelter Past 30 Days	4	NA		
# of Outings	16	232		
# of Incident Reports	1	12		
# of Grievances	0	0		
# of Structured Recreation Hours	21	319	260	123%
# of Resident Intakes by Community/County				
Blaine County	0	0		
Bryan County	0	0		
Canadian County	1	6		
Carter County	0	3		
Choctaw County	0	0		
Cleveland County	0	7		

Comanche County	1	2		
Custer County	0	0		
Garfield County	0	0		
Garvin County	0	1		
Grady County	0	0		
Jackson County	0	1		
Johnston County	1	1		
Logan County	0	0		
Major County	0	1		
Mayes County	0	0		
McClain County	0	0		
McIntosh County	0	0		
Murray County	0	0		
Muskogee County	0	0		
Oklahoma County	0	5		
Okmulgee County	0	0		
Osage County	0	0		
Ottowa County	0	0		
Payne County	0	0		
Pontotoc County	0	0		
Pottawattamie County	0	0		
Pushmataha County	0	0		
Rogers County	0	0		
Seminole County	0	0		
Sequoyah County	0	0		
Tulsa County	0	2		
Wagnor County	0	0		
Washita County	0	0		
Woodward County	0	0		

Quarterly Medicaid Internal Review
1st Quarter 07/01/24-09/30/24

Beginning April 1, 2024 the Oklahoma Medicaid program has transitioned to managed care. Recipients of service can now elect different providers Aetna, Oklahoma Complete Health, and Humana to provide those services.

The scope of the review was limited to ensure that CARF requirements are followed by agency personnel. The first procedure was to trace Medicaid payments back to the progress note located in the client file and determine if the note was billed correctly. The results are as follows:

1) 74 transactions out of the total population of were reviewed. Each note was located in the billing system and billed correctly.

Payments are reviewed to ensure that they were received and posted to the correct account and billed on a timely basis. The results are as follows:

All Medicaid payments reconcile to the general ledger. Medicaid services are typically billed and collected within 30 days of service. The average number of days to collect the payment is 7 days after the service is billed.

Recommendations or Findings:

There are no recommendations or findings.

Quarterly Medicaid Internal Review
2nd Quarter 10/01/24-12/31/24

The scope of the review was limited to ensure that CARF requirements are followed by agency personnel. The first procedure was to trace Medicaid payments back to the progress note located in the client file and determine if the note was billed correctly. The results are as follows:

1) 139 transactions out of the total population of were reviewed. Each note was located in the billing system and billed correctly.

Payments are reviewed to ensure that they were received and posted to the correct account and billed on a timely basis. The results are as follows:

All Medicaid payments reconcile to the general ledger. Medicaid services are typically billed and collected within 30 days of service. The average number of days to collect the payment is 7 days after the service is billed.

Recommendations or Findings:

There are no recommendations or findings.

Quarterly Medicaid Internal Review
3rd Quarter 01/01/25-03/31/25

The scope of the review was limited to ensure that CARF requirements are followed by agency personnel. The first procedure was to trace Medicaid payments back to the progress note located in the client file and determine if the note was billed correctly. The results are as follows:

1) 117 transactions out of the total population of were reviewed. Each note was located in the billing system and billed correctly.

Payments are reviewed to ensure that they were received and posted to the correct account and billed on a timely basis. The results are as follows:

All Medicaid payments reconcile to the general ledger. Medicaid services are typically billed and collected within 30 days of service. The average number of days to collect the payment is 7-14 days after the service is billed.

Recommendations or Findings:

There are no recommendations or findings.

Crossroads Youth & Family Services, Inc. 401(k) Savings Plan
Statement of Changes in Net Assets Available for Plan Benefits
Month Ended January 2025

	Jan-25
Contributions:	
Employer Contributions	$ 16,362.48
Participant Contributions	$ 22,233.57
Total Contributions	$ 38,596.05
Investment Income:	
Interest and dividends	$ 2,400.48
Net realized and unrealized appreciation (depreciation) in fair value of investments	$ 140,118.73
Net Investment Gain (Loss)	$ 142,519.21
Contributions and net investment income	$ 181,115.26
Distributions to participants	$ (6,567.90)
Forfeitures	$ 1,952.23
Administrative Expenses	$ -
Increase in net assets available for plan benefits	$ 176,499.59
Net Assets Available for Plan Benefits:	
Beginning of month	$ 4,933,915.20
End of month	$ 5,110,414.79

Crossroads Youth & Family Services, Inc. 401(k) Savings Plan
Statement of Net Assets Available for Plan Benefits
Month Ended January 2025

ASSETS	Jan-25
Investments, at fair value:	
Cash	$ 13,579.41
Loans	$ 88,848.95
Mutual Funds	$ 5,007,986.43
Total Assets	$ 5,110,414.79
Net Assets Available for Plan Benefits	$ 5,110,414.79

Crossroads Youth & Family Services, Inc. 401(k) Savings Plan
Statement of Changes in Net Assets Available for Plan Benefits
Month Ended February 2025

	Feb-25
Contributions:	
Employer Contributions	$ 16,000.98
Participant Contributions	$ 21,741.81
Total Contributions	$ 37,742.79
Investment Income:	
Interest and dividends	$ 2,153.18
Net realized and unrealized appreciation (depreciation) in fair value of investments	$ (25,394.07)
Net Investment Gain (Loss)	$ (23,240.89)
Contributions and net investment income	$ 14,501.90
Distributions to participants	$ (800.00)
Forfeitures	$ 42.29
Administrative Expenses	$ -
Increase in net assets available for plan benefits	$ 13,744.19
Net Assets Available for Plan Benefits:	
Beginning of month	$ 5,110,414.79
End of month	$ 5,124,158.98

Crossroads Youth & Family Services, Inc. 401(k) Savings Plan
Statement of Net Assets Available for Plan Benefits
Month Ended February 2025

ASSETS	Feb-25
Investments, at fair value:	
Cash	$ 13,621.70
Loans	$ 87,707.45
Mutual Funds	$ 5,022,829.83
Total Assets	$ 5,124,158.98
Net Assets Available for Plan Benefits	$ 5,124,158.98

Crossroads Youth & Family Services, Inc. 401(k) Savings Plan
Statement of Changes in Net Assets Available for Plan Benefits
Month Ended March 2025

	Mar-25
Contributions:	
Employer Contributions	$ 16,035.25
Participant Contributions	$ 21,783.75
Total Contributions	$ 37,819.00
Investment Income:	
Interest and dividends	$ 8,695.81
Net realized and unrealized appreciation (depreciation) in fair value of investments	$ (188,751.62)
Net Investment Gain (Loss)	$ (180,055.81)
Contributions and net investment income	$ (142,236.81)
Distributions to participants	$ (15,624.13)
Forfeitures	$ 2,007.41
Administrative Expenses	$ 312.50
Increase in net assets available for plan benefits	$ (156,166.03)
Net Assets Available for Plan Benefits:	
Beginning of month	$ 5,124,158.98
End of month	$ 4,967,992.95

Crossroads Youth & Family Services, Inc. 401(k) Savings Plan
Statement of Net Assets Available for Plan Benefits
Month Ended March 2025

ASSETS	Mar-25
Investments, at fair value:	
Cash	$ 15,629.11
Loans	$ 85,453.80
Mutual Funds	$ 4,866,910.04
Total Assets	$ 4,967,992.95
Net Assets Available for Plan Benefits	$ 4,967,992.95

MINUTES OF PROGRAM EVALUATION COMMITTEE MEETING
FISCAL YEAR 2024 / 25

2nd QUARTER
February 19th 2025

ATTENDEES: Andrea Marler, Ty Lewis, Kaylee Marshall, Jennifer Foster, Christy Schuster, Alex Hamilton, and Ashley Araujo.

Behavioral Health Outpatient Program (BHOP)

This program targets Cleveland County children under the age of 18 and their families who are eligible for counseling services. BHOP services include individual, group, and family counseling; emergency crisis counseling; school-based counseling services, etc.

GOAL: To increase the level of individual and family functioning, stability, and communication through behavioral health services.

Progress toward this goal is measured through quarterly assessments using the following:

- Level of Service Objectives and Measures
- Effectiveness Objectives and Measures
- Efficiency Objectives and Measures
- Client Satisfaction

Counselors Providing Service:
Jennifer Foster
Heather Malork
Kaylee Marshall
Sara Ozgunesliler (Counseling Intern)
Quentin Ferdinandsen (Counseling Intern)
Jodi Ruiz (Counseling Intern)
Trinity Watts (Counseling Intern)

Waitlist Numbers: Sliding Scale - 2
Medicaid - 26

Levels of Service (Output)

Service Type	Projected by 6/30/25	Quarter 1st	2nd	3rd	4th	Year-To-Date	% Achieved [Goal is 75%]
Assessment/BHOP							
- Clients served	60	10	6			16	26.67%
- Hours of service	100	13.45	10			23.45	23.45%
- Individuals referred	65	9	7			16	24.62%

Initial Treatment Plan Treatment Plan Reviews	40 NA	9 22	10 16			19 38	47.50% N/A
Family Counseling - # of Families Served: (In Family Sessions) - # of Family Therapy Hours	 90 60	 26 24.08	 26 26.10			 TBD 50.18	 N/A 83.63%
Individual Counseling - # of Individual Therapy Hours	 1650	 373.5	 398.5			 772	 46.79%
Clients who stayed past 3 months	60	5	7			5	8.33%
Norman Public Schools Psychoeducation Group New Participants	350	97	101			198	56.57%
Norman Public Schools Psychoeducation Group Hours	375	52	168			220	58.67%

Major Policy Issues/Recommendations:

No major policy issues or recommendations at this time.

In this quarter, we continued the Norman Public School (NPS) Psychoeducation groups with 97 students in our first set. We started a new set of groups with 101 students and completed 168 total hours of groups. The counseling team transitioned from offering 3 groups a week to the CERC residents to offering 2 groups plus a monthly experiential group (similar to the summer camp groups), resulting in a total of 28.75 life skills group hours. The Counseling staff in this quarter consisted of the Counseling Director, 1 full-time counselor, 1 contract counselor, and 4 Counseling Interns.

Community At-Risk Services (CARS)

This program targets Cleveland County children under the age of 18 and their families who are eligible for counseling services. BHOP services include individual, group, and family counseling; emergency crisis counseling; school-based counseling services, etc.

GOAL: To increase the level of individual and family functioning, stability, and communication through behavioral health services.

Progress toward this goal is measured through quarterly assessments using the following:

- Level of Service Objectives and Measures
- Efficiency Objectives and Measures

Counselors Providing Service:
Nolonda Sobel

Levels of Service (Output)

Service Type	Projected by 6/30/25	Quarter				Year-To-Date	% Achieved [Goal is 75%]
		1st	2nd	3rd	4th		
Assessments							
- Clients served	40	15	12			27	67.50%
- Hours of service	120	46	32			78	65.00%
- Individuals referred	40	13	9			22	55.00%
Initial Treatment Plan	35	9	8			17	48.57%
Treatment Plan Reviews	NA	5	12			17	N/A
Family Counseling							
- # of Families Served: (In Family Sessions)	65	24	18			TBD	N/A
- # of Family Therapy Hours	55	20.5	15			35.5	64.55%
Individual Counseling							
- # of Individual Therapy Hours	375	97	109			206	54.93%
Group Therapy - # of Group Therapy Hours	NA	40.5	30			70.5	N/A
Clients who stayed past 3 months	30	6	8			6	20%

Major Policy Issues/Recommendations: No major policy issues or recommendations at this time

First Time Offender Program (FTOP)

This program serves at-risk youth ages thirteen (13) to eighteen (18) that have encounter law enforcement and the juvenile justice system for social rules violations. Youth are offered intake/assessment and referral services that can include group, individual, and family counseling; mentoring or tutoring; and psycho-educational classes of 12 hours' duration to help prevent or intervene in any continued school failure, delinquency, or family problems.

GOAL: To decrease continued risk for juvenile delinquency in pre-delinquent youth or first-time offenders in Cleveland County.

- Levels of Service
- Effectiveness Objectives and Measures
- Efficiency Objectives and Measures
- Client Satisfaction

Levels of Service (Output)

Service Type	Projected by 6/30/25	Quarter 1st	2nd	3rd	4th	Year-To-Date
Referrals Received						
Family	30	13	2			15
#Intake/Assessments	25	13	3			16
- Clients served:		26	6			32
Teens		13	3			16
Parents		13	3			16
- Hours of service		13	3			16
Pro-Social Skills (total):						
Large Group	12	3	2			5
Individual Families	N/A	0	0			0
- Clients Served	50	20	16			36
- Hours of service	144	36	24			60

Effectiveness

Effectiveness Objectives	Effectiveness Measures	Effectiveness Results

Each parent and youth completing the service will agree it was useful in key areas of skill development	Average rating of at least "4" (*Useful*) on a five (5) point Likert Scale ranging from 5 ("Very Useful") to 1 ("Not At All Useful") across six (6) skill areas [*see chart below*]	7 # of Surveys parents) 7 # of Surveys (youth) **4.36** Overall Program Effectiveness average score **4.70** Overall Program Evaluation Score

PROGRAM EFFECTIVENESS RATINGS

Component	Youth	Parents/Guardians	Average
Adolescent Development	3.86	4	3.93
Juvenile Justice System	3.86	3.86	3.86
Communication Skills	4.57	4.71	4.64
Emotional Regulation	4.29	4.57	4.43
Problem Solving/Decision Making	4.71	4.71	4.71
Value Awareness/Cultural Sensitivity	4.57	4.57	4.57
Totals	4.31	4.40	**4.36**

In addition, data was gathered for OAYS effectiveness ratings over the quarter. Scores are based on a five (5) point Likert Scale with "1" being "Strongly Disagree" to "5" being "Strongly Agree".

PROGRAM EVALUATION RATINGS

Component	Youth	Parents/Guardians	Average
Intake Clarity	4.71	4.71	4.71
Treated with Dignity and Respect	4.71	4.86	4.79
Facilitator Promptness	4.71	4.86	4.79
Ability to Handle Problems More Effectively	4.57	4.71	4.64
Benefit to Others	4.43	4.71	4.57
Totals	4.63	4.77	**4.70**

Efficiency

Efficiency Objective	Efficiency Measure	Efficiency Results

At least 85% of enrolled adolescents and their parents will successfully complete the program	Success/fail rate, based on attendance at all six classes and expressed in a %.	100 % of successful completion

Major Policy Issues/Recommendations:

There are currently no major policy recommendations.

In this quarter, we were able to continue having in-person representation at the Norman Municipal Court Docket and Noble Municipal Court Docket during the months of October, November, and December. We had only 2 referrals in October and zero in the other 2 months. However, we were able to teach 2 classes with 16 people total. A parent and child who were not able to fully complete the group in November, will come back in January to finish. We continue to receive referrals from the city of Norman and Noble and plan to teach one TAPP class a month.

Emergency Youth Shelter

This program targets children from Cleveland and McClain Counties who are under the age of 18 and are experiencing a crisis such as being removed from home because of alleged abuse/neglect, running away from home, losing parents through death/divorce, etc.

GOAL: To provide a safe non-threatening environment of 24-hour care to meet the immediate needs of children experiencing crisis.

Progress toward this goal is measured through quarterly assessments using the following:

- Levels of Service
- Effectiveness Objectives and Measures
- Efficiency Objectives and Measures
- Client Satisfaction

Levels of Service

	Projected	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD	% Achieved
Children Served	60	19	11			30	50.00%
Shelter Intakes	50	13	5			18	36.00%
Days of Care	1,825	497	552			1049	57.48%
Residents Discharged	N/A	13	7			20	N/A
Residents Aged Out	N/A	0	0			0	N/A

Resident Satisfaction

Satisfaction Objectives	Satisfaction Measures	Resident Satisfaction Results
The average score on the consumer satisfaction survey completed by residents at discharge will be at least "4"	Scores on a five- point Likert Scale ranging from "1" (Strongly Disagree) to "5" (Strongly Agree)	*See results in chart below*

RESIDENT SATISFACTION SURVEY RESULTS	Average Score For Quarter
1. I felt welcome in my out of home placement.	4.83
2. The rules and expectations were clearly explained to me.	4.83
3. During my stay, I have felt there were staff I could go to with a problem or if I just wanted to talk.	4.7
4. I felt safe during my stay in out of home care.	4.7
5. Overall my stay was positive.	5.0

Notes: We had a total of 7 residents discharge during the quarter and all but one were able to complete surveys. We had 1 resident who disrupted placement and refused to complete survey. Overall staff have done an excellent job with maintaining our culture of care and providing normalcy with our youth. We had a total of 4 residents go to Foster placements, 1 went to stay with a family member, and 1 got reunified with her mother.

Grievances

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD
Total Grievances	0	0			0
Total Grievances Resolved	0	0			0
Method of Resolution	N/A	N/A			N/A

Notes: N/A

Efficiency

Efficiency Objective	Efficiency Measure	Efficiency Results by Quarter 1st 2nd 3rd 4th
To place 90% (30) of all residents within 30 days of their admission date (max number of residents is 12)	Number of residents in Shelter past 30 days	4 7

GOAL: Provide recreational, mentor, and other structured activities for youth residing in the Shelter.

Level of Service Goals, by June 30, 2025:

- To provide five (5) hours of structured activities per week (260 hours total)
- To provide at least two (2) staff-supervised outings per month during the school year (24 total) for Shelter residents
- To supervise 25 Shelter College mentors
- To coordinate 10 special mentor events in the Shelter
- To provide structured activities and a recreation program throughout the year and as an alternative to summer school classes for Shelter residents

	Projected	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD	% Achieved
Structured Activities / Recreation	260	96.5	101.5			198	76.15%
Staff Supervised Outings	N/A	86	77			163	N/A
New College Paraprofessionals	N/A	0	4			4	N/A

GOAL: Provide a Shelter-based educational program, staffed by a certified Norman Public School teacher, for youth residing in the Shelter.

Level of Service Objectives:

- To provide 95% of all school-aged Shelter residents daily classroom instruction based on their individual levels and abilities during the 2020-2021 school year.
- To provide 860 hours of classroom time for school-aged Shelter residents during the 2020-2021 school year.

	Projected	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD	% Achieved
Residents receiving Classroom Instruction	50	13	7			20	40.00%
Classroom Hours	860 hrs.	155	255			410	47.67%

Major Policy Issues/Recommendations: No recommendations at this time. The average daily attendance for the Center this quarter was 6.00 residents with an average length of stay of 50.18 days. The Shelter provided 552 shelter care days to residents. We had a resident who scored a 31 on his ACT which was reported to be the highest score of all kids in care/facilities. We lost one of our partners as the CASP organization is no longer operating. Norman Bible Church has been a real blessing to all of our shelter as they have really poured into our youth. They have done numerous things including (monthly visits with games and activities, haircuts, professional pictures, a fancy dinner at Scratch, Christmas party and gifts, and the list goes on.).

SYNOPSIS OF THIRD QUARTER INCIDENT REPORTS

(6 Total Incident Reports)

S1. 01/12/25 – A male resident was horse playing by attempting to jump over dining room chairs during chores. He missed the jump and fell on the floor then began to complain of knee pain.

ACTION TAKEN: Offered meds(refused). Staff also spoke with him about making safe choices.

RECOMMENDATIONS: None at this time.

S2. 01/12/25 – A female resident disclosed to staff that she felt suicidal.

ACTION TAKEN: Staff talked with resident about feelings and also contacted CW, PD and on call DHS. Resident also talked with Crossroads counselor.

RECOMMENDATIONS: None at this time.

S3. 02/09/25 – A female resident reported to staff that she felt the urge to self harm.

ACTION TAKEN: Staff talked with resident and provided list of coping skills. Staff also called Crossroads counselor.

RECOMMENDATIONS: None at this time.

S4. 02/09/25 – Resident disclosed to staff they had thoughts of self harming and suicidal ideation.

ACTION TAKEN: Staff notified CW, PD, and on-call supervisor. Mobile crisis was contacted to assess and resident went inpatient at Cedar Ridge

RECOMMENDATIONS: None at this time.

S5. 02/26/25 – A female resident disclosed to staff that they had been self harming by cutting on arms and legs with a small razor they found during an outing.

ACTION TAKEN: Staff treated wounds and contacted mobile crisis for assessment. Resident went inpatient.

RECOMMENDATIONS: Make sure we are doing security checks after outings.

S6. 03/17/25 – A male resident attempted to do a backflip and landed on his face, causing a cut on his cheek/eyelid.

ACTION TAKEN: CW and oncall contacted. Cut was cleaned and resident taken to urgent care for further medical attention.

RECOMMENDATIONS: None at this time.

U.S. Department of Health & Human Services | Administration for Children & Families

OFFICE OF HEAD START

ACF Administration for Children and Families	U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES	
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	3. Originating Office: Office of Head Start	
	4. Key Words: Nutrition	

INFORMATION MEMORANDUM

TO: All Head Start Recipients

SUBJECT: Promoting Healthy Eating and Nutrition for Head Start Children and Families

INFORMATION:

Head Start programs play a vital role in supporting healthy eating and nutrition for enrolled children and families. Access to healthy foods and other nutrition services helps children grow, develop, and learn. Good nutrition is essential for brain development and provides children with the energy needed to stay active and focused throughout the program day. A balanced diet helps strengthen a child's immune system, reducing the risk of infections and illnesses. It also prevents childhood obesity, which can lead to chronic diseases like heart disease and diabetes.

This Information Memorandum (IM) affirms the critical role of Head Start programs in ensuring children and families have access to healthy food and comprehensive nutrition services. It also includes an overview of relevant statutory and regulatory requirements and reminds programs of the resources and partnerships available to support robust nutrition services for children and families. Lastly, this IM provides tips to foster enthusiasm for healthy eating in early learning environments and encourages Head Start programs to use innovative strategies to promote health and nutrition. An appendix of additional resources is included to guide programs in their efforts.

BACKGROUND:

Head Start programs play an important role in achieving healthy outcomes for children and families. Nutrition services can be particularly impactful for families who experience food insecurity or live in communities where affordable, healthy food is less available. Research indicates that Head Start children are more likely to receive dental checkups and have healthy eating patterns than non-participants. They also have lower Body Mass Index (BMI) scores and are less likely to be overweight compared to children in other non-parental care (**Lee et al., 2013**). Obese, overweight, or underweight children who participate in Head Start have a significantly healthier BMI by kindergarten (**Lumeng, et al., 2015**). Additionally, Head Start graduates have better health status as adults than non-graduates; they are 7 percent less likely to be in poor health as adults than their siblings who did not attend Head Start (**Johnson, 2010; Deming, 2009**).

The Head Start Program Performance Standards (the Performance Standards) prioritize nutrition services that are culturally and developmentally appropriate and meet each child's individual needs, including those with disabilities, allergies, and special dietary needs (**45 CFR §1302.44(a)(1)**). In doing so, programs help children experience a variety of nutritious foods, provide mealtime opportunities for socialization and enrichment, and support families in learning about the importance of healthy foods at home.

Head Start programs promote access to healthy food and nutrition in many ways. This includes, but is not limited to:

- Increasing access to and availability of healthy foods for children and families in classrooms, during home visits or group socialization activities, and during parent and family engagement activities.
- Supporting families with pregnancy, post-partum, and breastfeeding, as well as ensuring the nutritional needs of infants and toddlers are fully met.
- Helping families access affordable, healthy food options at home.
- Providing families with education on nutrition and the importance of physical activity.
- Reducing administrative burden and supporting families to get connected with other nutrition-related services for which they might be eligible, such as the Supplemental Nutrition Assistance Program (SNAP) and the Special Supplemental Assistance Program for Women, Infants, and Children (WIC).
- Using registered dietitians or nutritionists to support the implementation of Head Start requirements for healthy nutrition.
- Making safe drinking water available to children during the program day.
- Providing materials and equipment for center-based or home-based learning activities related to healthy eating, such as supplies to create gardens, greenhouses, and Indigenous seed hubs.

All Head Start grant recipients and their delegate agencies are required to participate in the Child and Adult Care Food Program (CACFP). The CACFP is a federal United States Department of Agriculture (USDA) program that provides reimbursements for nutritious meals and snacks to eligible children enrolled in participating programs, including Head Start programs. Implementing the **CACFP meal patterns** helps to ensure children receive a variety of nutrient-dense foods, including whole grains, a variety of fresh fruits, and vegetables, all while reducing intake of ultra-processed foods, added sugar intake, and saturated fats. While CACFP mandates low-fat options, including low-fat and fat-free dairy products for children over the age of 2, emerging evidence (**Venn-Watson, 2023; Vanderhout, et al, 2020**) suggests whole, full-fat dairy supports child development. Head Start programs can explore offering whole dairy where funding allows. We will support implementation of possible updated guidelines while meeting current standards. CACFP also provides resources such as the **seasonal buying guide** to promote in-season local produce, which is often full of flavor and nutrients, less reliant on chemicals and pesticides, and supports sustainability and local farmers. Additional information on CACFP is provided in more detail below.

Head Start programs are also required to actively collaborate with parents and families, including expectant families, on healthy eating practices (**45 CFR §1302.46**). Programs also engage parents to discuss their child's nutritional status and provide opportunities for families to learn about preparing healthy food at home.

Overview of Relevant Statutory and Regulatory Requirements

Nutrition services have been a hallmark of the Head Start program since its inception. This is reflected in the Head Start Act (the Act) and the Performance Standards, which detail program requirements related to food and nutrition. For instance, **Section 638** of the Act identifies nutrition as a key activity of the funding provided to Head Start agencies. **Section 648** of the Act requires programs to have qualified staff who can promote the importance of healthy, nutritional choices in daily classroom and family routines to prevent childhood obesity. The Act mentions nutrition services in other areas as well, as an essential part of comprehensive Head Start services.

The Performance Standards further outline what it means to provide nutrition services in Head Start programs. These requirements generally fall into two categories: those that occur when children are present in the teaching and learning environment, and those that focus on engaging with families.

Nutrition Requirements for the Teaching and Learning Environment

Subpart D of the Performance Standards focuses on the health and mental health requirements for Head Start programs. It states that programs must provide high-quality health, oral health, mental health, and nutrition services that are developmentally, culturally, and linguistically appropriate and that will support each child's growth and school readiness (**45 CFR §1302.40**). This includes serving foods that are familiar to children as well as new foods. There are various requirements within this subpart that elaborate on what is expected of Head Start programs in the area of nutrition services:

- All Head Start programs must design and implement nutrition services that meet dietary needs of each child, including children with special dietary needs and children with disabilities, to support their growth and school readiness (**45 CFR §1302.44(a)(1)**).
- To ensure up-to-date child health status, Head Start programs must identify each child's nutritional health needs, considering available health information such as special dietary requirements, food allergies, and community nutrition issues (**45 CFR §1302.42(b)(4)**).
- The Performance Standards at **45 CFR §1302.44** detail specific child nutrition requirements, which include:
  - Ensuring each child in a program that operates for fewer than six hours per day receives meals and snacks that provide **one third to one half** of the child's daily nutritional needs.
  - Ensuring each child in a program that operates for six hours or more per day receives meals and snacks that provide **one half to two thirds** of the child's daily nutritional needs.
  - Serving three- to five-year-olds meals and snacks that conform to USDA requirements and are high in nutrients and low in saturated fat, sugar, and salt. Expect possible future updates to nutrition guidelines to reflect the latest science, including providing whole, full-fat dairy for child development
  - Making sure that all children receive a nourishing breakfast by providing nutrient rich foods for children who did not eat breakfast before they arrived at their Head Start center.
  - Providing appropriate healthy snacks and meals to each child during group socialization activities in the home-based option.
  - Promoting breastfeeding for mothers who wish to breastfeed during program hours. This may include offering facilities to properly store and handle breast milk and making accommodations when needed.
  - Connecting families to community lactation consultants or counselors when they choose breastfeeding but need support to be successful.

Subpart C of the Performance Standards focuses on the teaching and learning environment specifically when children are in center-based and family child care programs. The Performance Standards ensure that mealtimes are structured and used as learning opportunities. Language skills are strengthened through social conversations and fine motor abilities are tested in handling utensils or serving aides. The social skills involved in the back and forth of mealtime conversation also help children navigate friendships, turn-taking, and self-regulation.

Programs must implement snack and mealtimes in a manner that supports children's development and learning (**45 CFR §1302.31(e)(2)**):

- **Family style dining** – when children and teachers sit together for a meal or snack – is encouraged when developmentally appropriate to support consistency between home and school by replicating the experience of eating together as a family. Family style dining also offers a chance for staff to model healthy food choices and the importance of nutrition. Head Start programs are encouraged to use family style meals when developmentally appropriate. Family style meals benefit children by:
  - Encouraging healthy food choices as teachers and peers model positive attitudes toward nutrition.
  - Supporting children to learn in developmentally appropriate ways about concepts such as serving sizes, nutritional food groups, and the value of trying new foods.
  - Offering opportunity for children to practice using appropriately sized utensils to serve themselves and helping to set and clear the table. This improves children's fine motor skills, boosts their self-confidence, and expands their social skills.

- Support children's understanding of how food and nutrition contribute to growth and overall health, in alignment with the Head Start Early Learning Outcomes Framework (ELOF). For example, a preschooler should be supported to identify a variety of healthy and unhealthy foods, and to make healthy eating choices both independently and with support, and a toddler should show willingness to try nutritious foods when offered on multiple occasions.
- Make snack and mealtimes a positive experience for children. This means programs provide sufficient time for children to eat, avoid using food as a reward or punishment, and do not force children to finish their food. The Performance Standards help programs make meals enjoyable by creating **positive eating environments** where children are supported to develop and maintain healthy relationships with food.
- Promote consistency in mealtime routines between home and school by providing one-on-one time for infants during bottle feeding. For bottle-fed infants, Head Start programs must hold infants during feeding to support socialization. This one-on-one time helps staff build their relationships with infants. In turn, these

safe and trusting relationships provide the foundation for learning and development because they help very young children feel secure and confident about exploring the world around them.

Nutrition Requirements for Engaging with Families

Parent and family engagement is a cornerstone of comprehensive Head Start services. Programs must partner with families to support their wellbeing and their children's learning and development. As it relates to health and nutrition, programs are required to promote children's and families' health by providing nutrition education support services that are understandable to individuals, including individuals with low health literacy **(45 CFR §1302.46(a))**. Programs must collaborate with parents to discuss their child's nutritional status, including the importance of healthy eating, the negative health consequences of sugar-sweetened beverages, and the importance of physical activity. They must also help parents understand how to select and prepare nutritious foods that meet the family's nutrition and food budget needs **(45 CFR §1302.46(a)(1)(ii))**. Programs are strongly encouraged to provide specific information to families about the importance of eating whole foods and minimizing ultra-processed foods and avoiding added sugars such as those in soda and other sugar-sweetened beverages.

Funding and Partnerships to Support Nutrition Services for Head Start Programs, Children, and Families

Child and Adult Care Food Program (CACFP) and Head Start Programs

Head Start grant recipients and their delegate agencies are required to participate in CACFP **(45 CFR §1302.44(b))**, a federal program administered by the USDA, Food and Nutrition Services (FNS). Programs are reimbursed by CACFP for all enrolled children at the free rate. CACFP reimburses Head Start programs for up to two meals and one snack, or two snacks and one meal per day. All meals and snacks eligible for reimbursement by CACFP must conform to the requirements in the **CACFP Meal Patterns for Children**.

The amount and type of food that must be offered varies based on the meal or snack, as well as the specific age group being served. USDA provides numerous resources to assist program officials in determining how foods credit toward the meal pattern requirements, including the **Food Buying Guide for Child Nutrition Programs** (FBG). Head Start programs are encouraged to speak with the **state agency** that administers the CACFP to determine if a food that is not in the FBG is eligible for reimbursement. **Additional videos** are available on the Head Start website to support programs with CACFP implementation.

Per **45 CFR §1302.44(b)**, Head Start grant funds may be used to cover any allowable costs for meal services that are not covered by the USDA program. Foods purchased with Head Start grant funds must conform with the nutritional requirements in **45 CFR §1302.44(a)(2)(iii)**, including being high in nutrients and low in saturated fat, sugar, and salt. Head Start funds may also be used to pay for food that is provided to families for consumption at home, if they have a specific programmatic purpose related to family engagement. For example, Head Start programs can provide supplies for parents to engage in healthy cooking activities or start a family garden with their children at home, and parents can share about these experiences during parent groups or socializations.

Other Federal Programs that Support Healthy Eating and Nutrition for Head Start Children and Families

<u>The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)</u>

WIC is a public health nutrition program administered by the USDA that provides nutrition education, nutritious foods, breastfeeding support, and health care referrals for income-eligible pregnant or postpartum women, infants, and children up to age 5. Head Start programs can support families to determine if they are eligible for WIC and then help them to enroll. Local WIC and Head Start programs work closely together in many communities to support the healthy development of children and families. This strong collaboration at the local level allows the two programs to coordinate their services and maximize use of resources (e.g., funding, staff, space) for children and families. Head Start programs are encouraged to view **suggested strategies and resources** to further enhance partnerships with WIC programs at the state and local levels.

<u>Supplemental Nutrition Assistance Program (SNAP)</u>

SNAP is a federal program administered by the USDA that provides food benefits to low-income families to supplement their grocery budget so they can afford the nutritious food essential to health and well-being. Similar to WIC, Head Start programs can support families to determine if they are eligible for SNAP and then help them to enroll. Families who already receive **SNAP are considered categorically eligible for Head Start services**. This allows for **cross-program recruitment** and eliminates duplicative and burdensome paperwork for families who are already eligible for a federal public assistance benefit. It also reinforces access to healthy nutrition services for the children and families Head Start programs serve and provides opportunities to prioritize education about healthy food consumption, including the importance of minimizing ultra-processed and high-sugar foods..

Tips to Foster Enthusiasm for Healthy Eating and Nutrition

Head Start programs have many options for integrating creative approaches to healthy eating and nutrition services that are aligned with the Performance Standards and developmental progressions in the **Head Start Early Learning Outcomes Framework (ELOF)**. The tips below provide some examples:

- **Make nutrition education activities fun, interactive, hands on, and part of the daily schedule.** Connecting nutrition activities with reading, math, or science content makes for a comprehensive approach to learning. Send versions of learning materials home with parents with instructions for how they can share in this learning with their children. Some ideas include:
  - **Sensory activities and games:** Ask children to describe the tastes or texture of foods. Use fruits and vegetables with different colors, shapes, and textures, such as kiwi, pineapples, or avocados, and let children examine both the inside and outside of fruits and vegetables.
  - **Storytelling and pretend play:** Turn mealtime into story time. Turning broccoli into a "tree" or carrots into "sticks" makes mealtime fun. Outside of mealtime, use nutrition in imaginative play:
    - Pretend to be different characters making good food choices.
    - Read books with characters making healthy choices.
    - Set up a dramatic play area with healthy food choices in a kitchen, grocery store, or restaurant and talk about selecting nutritious foods.
  - **Meal planning:** Plan fun learning experiences like "Ingredient of the Week" where children select a healthy ingredient to be included in the daily lunch menu for a week. Host special days focused on nutrition, like "Fruit and Veggie Day," or have a "Healthy Snack Party". Reach out to the CACFP state agency contact for approved meal and snack ideas that increase variety. For families, provide take-home materials that encourage variety in meals. Consider easy, fast, and healthy recipes that can be part of a family's routine menu at home.
  - **Growing plants:** Have a small garden or indoor plants to show children how food grows. Take a nature walk to find different food and plants or visit local farms and farmers markets. If in-person visits are not possible, use technology for a virtual farm trip.
  - **Mealtime:** Share materials with families that support making mealtime fun and educational. Help families engage children as part of meal prep. As their skills develop, children can participate in setting the table, washing fruit and vegetables, and mixing ingredients. Families can extend these learning moments by inviting children to count or measure ingredients, identify food colors, and learn new vocabulary.
  - **Family style meals:** Family style dining encourages learning and development not only at the table but away from mealtime as well. Children learn independence, social skills, and other important habits that will last them through adulthood. Parents who have not experienced family style meals often enjoy these experiences and, with support from program staff, may adopt these practices at home. Use these **tips for family style dining.**
- **Increase access to fresh foods.**Explore opportunities to help children and families learn about and access fresh foods through creative experiential opportunities and connections:
  - **Connect with local businesses:** Take field trips to farmers markets, local working farms, or grocery stores to teach children about fresh fruits and vegetables. Children may be eager to identify new foods they would like to try. Teachers can use the foods in lesson plans and for **healthy snacks.**
  - **Connect with other Head Start programs.** Visit other Head Start programs who are integrating experiential learning opportunities to promote health and wellness.
  - **Engage with families.** Ask parent volunteers to assist in the **creation of an on-site garden**, where they can pick fresh food to take home for their families. Share information during parent groups and

socializations about balancing nutrients, including calories, proteins, vitamins, and minerals. Staff can share books for parents to read with their children about what foods make up each food group and how much of each food group is needed to fuel the brain and body.

- **Food pantries**: Establish relationships with local food pantries, if available in the community. Ensure you have a process for regularly checking in with all families about their food security and connect them to local food pantry resources as needed.

- **Focus on the communities served**: Take the time to get to know enrolled families on an individual and community level, and incorporate their traditions and culture into healthy meals at the program and as part of community events. Group events are a great time to serve traditional foods and explore community cultures. For example, offer a rotating, in-person or virtual cooking class drawing on healthy, local or cultural meals for the families in your program. Ingredients can be provided in advance.
- **Breastfeeding and infant nutrition**: Breastfeeding is the perfect mix of nutrition for growing babies. The **American Academy of Pediatrics (AAP)** recommends that infants be exclusively breastfed for the first six months, then breastfed for at least one year while they are introduced to complementary foods. Head Start programs can provide a **breastfeeding friendly environment** by having a nursing room on-site for either enrolled pregnant women or mothers who want to come to the program and breastfeed their enrolled infants.

Thank you for the work you do on behalf of children and families.

Sincerely,

/ Captain Tala Hooban /

Captain Tala Hooban
Acting Director
Office of Head Start

Appendix with Additional Relevant Resources

- **Fact Sheet: Promoting Healthy Eating and Nutrition for Head Start Children and Families**
- **Subscribe to the Early Childhood Health and Wellness** listserv to receive the monthly Small Bites newsletter, which features information and tools to help establish healthy nutrition practices.
- **Nutrition Building Blocks** is a free course offered through the Head Start learning management system, the Individualized Professional Development (iPD) Portfolio. Complete the course to earn continuing education unites while learning how to integrate healthy nutrition messages into music and movement activities for young children and teachers.
- **Caring for Children with Food Allergies** is a resource to help programs prepare to care for children with allergies to specific foods.
- **Watch the CACFP Meal Patterns Webinar** to learn about specific CACFP meal pattern requirements.
- **Healthy Feeding from the Start for Expectant Families** is a resource to help families understand how they can form healthy feeding habits from the beginning of their child's life.
- These resources offer family-friendly tips for establishing healthy and age-appropriate eating practices at home:
  - **Feeding Your 9-Month-Old**
  - **Feeding Your Toddler**
  - **Feeding Your Preschooler**

- **Supporting Food Security and Access to Indigenous Foods for Children and Families in Tribal Early Childhood Programs (ACF-OHS-IM-25-01)** provides information to Tribal Nations and communities regarding opportunities to use Head Start funding to promote access to healthy Indigenous foods.
- **Growing Head Start Success with Farm to Early Care and Education** is a resource to support programs with aligning the Performance Standards and the ELOF with farm to early care and education opportunities.
- **The Office of Disease Prevention and Health Promotion** leads prevention, nutrition, and physical activity programs, and has additional resources:
  - **Eat Healthy: Birth to Age 2**
    - English: **Build a Healthy Eating Routine for Your Baby (Birth to Age 2)**

    - Spanish: **Establece una rutina alimentación saludable para tu bebé (desde el nacimiento hasta los 2 años)**
- **Eat Healthy: Kids & Teens**
    - English: **Help Your Child Build a Healthy Eating Routine**
    - Spanish: **Ayuda a tu hijo o hija a desarrollar una rutina de alimentación saludable**
- **Cut Down on Added Sugars**
    - English: **Cut Down on Added Sugars**
    - Spanish: **Reduce el consumo de azúcares añadidos**
- **Cut Down on Saturated Fats**
    - English: **Cut Down on Saturated Fat**
    - Spanish: **Reduce el consumo de grasa saturada**

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Expanding Educational Freedom and Opportunities for Families in Head Start Programs

headstart.gov/policy/im/acf-ohs-im-25-04

Expanding Educational Freedom and Opportunities for Families in Head Start Programs ACF-OHS-IM-25-04

U.S. (United States) Department
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ACF
Administration for Children and Families

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3. **Originating Office:** Office of Head Start
4. **Key Words:** School Choice

Information Memorandum

To: All Head Start Recipients and State Agencies that Receive Head Start Collaboration Office Grants

Subject: Expanding Educational Freedom and Opportunities for Families in Head Start Programs

Information:
This Information Memorandum (IM) outlines Head Start programs' critical role in promoting parent choice to select the early care and education (ECE) providers that best meet their family's needs for their children, and recognizes that Head Start programs serve as the foundation for school readiness by preparing young children for academic and social success. Through this work, Head Start programs also help parents understand school choice options, including ECE (Early Care and Education), and can serve as a valuable resource to prepare families to effectively utilize the options in their communities. With this IM, we strongly encourage Head Start programs to facilitate parent choice in three key ways: 1) actively participating in state and local efforts to coordinate ECE (Early Care and

Education) enrollment and services and promote access to a variety of ECE (Early Care and Education) options in the state or local community; 2) engaging families to determine, develop, and improve their program model and consider how their program offerings respond to family needs and promote family choice; and 3) re-examining community partnerships and evaluating how they can be strengthened and expanded in ways that support family choice, including through connections to faith-based settings for families that desire this option.

Promoting Family Choice Through Active Participation in State and Local Efforts to Coordinate Early Care and Education

Through this IM, we encourage Head Start programs to be active participants in state and local efforts to coordinate ECE (Early Care and Education) enrollment and services to support families' access to options that best fit their needs. Programs should consider how they can enter or expand their participation in mixed delivery systems that provide families access to a variety of ECE (Early Care and Education) choices. A mixed delivery approach to ECE (Early Care and Education) offers families early learning experiences in a range of settings, including community-based and private child care centers, public schools, charter schools, faith-based settings, and family child care (FCC) homes, many of which operate Head Start programs. Well-integrated ECE (Early Care and Education) services at the state or local level help promote a variety of options — including Head Start programs — to support parent choice and better align with family needs and desires for their children's education and care. Efforts to better integrate ECE (Early Care and Education) service options within a state or community can help provide families with the choices they need to select the program that is right for their family, allowing more children and families to benefit from access to needed services.

Statutory and Regulatory Requirements that Promote Family Choice Through Coordination

Several provisions within the Head Start Act (the Act) and the Head Start Program Performance Standards (the Performance Standards) direct Head Start programs and Head Start Collaboration Offices (HSCOs) to engage in state and local efforts that help families access their choice of ECE (Early Care and Education) programs for their children's early care and education.

Section 642(e) of the Act and Section 1302.53(a)(2)(ii) of the Performance Standards lay out expectations for programs to establish collaborative relationships with elementary schools, state preschool and child care providers, and agencies that provide services to children with disabilities. Strong partnerships with state ECE (Early Care and Education) leadership, local educational agencies, and other early childhood programs, including faith-based programs, are critical to foster opportunities for family choice in early childhood settings.

The Office of Head Start (OHS) encourages programs and HSCOs to coordinate with other early childhood programs and participate in state and local initiatives. Section 1302.53(b) of the Performance Standards requires programs to actively participate in coordinated systems at the state and local level to better promote a variety of early education services in their local community. More specifically, programs must establish memoranda of understanding with local agencies that manage publicly funded preschool programs (Section 642(e)(5) of the Act and 45 CFR § 1302.53(b)(1)). To the extent practicable, programs should also participate in their state or local quality rating and improvement system (QRIS) (45 CFR § 1302.53(b)(2)). State-based QRIS can help families understand the range of ECE (Early Care and Education) choices available to them and determine the quality of such options. Programs should also participate in state education data systems through the sharing and integration of relevant Head Start data, to the extent practicable (45 CFR § 1302.53(b)(3)). Head Start participation in state efforts designed to communicate and track parent choices for their children help ensure that Head Start programs are an integral part of the state's ECE (Early Care and Education) landscape and that parents have a full understanding of all choices in a mixed delivery system.

Strengthening a System of ECE (Early Care and Education) Mixed Delivery Through Coordinated Enrollment

Head Start programs have an opportunity to actively participate in state or local coordinated enrollment systems that streamline access to a diverse array of ECE (Early Care and Education) providers — including Head Start, state-funded preschool, public pre-K, private child care centers, and family child care homes. OHS (Office of Head Start) strongly urges Head Start programs to collaborate with state and local agencies to develop and refine these systems, ensuring they efficiently connect families to ECE (Early Care and Education) options that best meet their needs. Coordinated enrollment, such as through a unified online application or community-based intake process, empowers parents by simplifying access to clear, actionable information — such as program schedules (e.g., full-day or part-day), eligibility rules (e.g., income or age criteria), and available slots — while eliminating wasteful redundancies like multiple applications. This efficient approach maximizes the use of ECE (Early Care and Education) resources across a region or community, and ensures families can choose their preferred setting, including faith-based options, in line with the directive to enhance educational freedom. Head Start programs should take specific steps to support this effort, such as partnering with state and local education departments to integrate Head Start slots into shared enrollment databases and systems, providing real-time updates on openings in Head Start program locations, and joining local planning committees to advocate for family-friendly system designs, thereby aligning their recruitment and enrollment processes with broader state or local efforts to optimize resources and empower parents.

Determining, Designing, and Improving Head Start Program Models Based on Family Input

Head Start programs are uniquely positioned to engage families to shape program models that enhance parental choice and align with community needs. Under § 1301.3(b) of the Performance Standards, families are required members of the policy council, a critical mechanism through which Head Start programs gather family input to continually improve services. OHS (Office of Head Start) encourages programs to leverage the policy council and other engagement structures to ensure program designs reflect family preferences, support parental decision-making, and expand access to an array of ECE (Early Care and Education) options, empowering families to choose the best educational paths for their children. To further this goal, Head Start programs may accept eligible children from outside their designated service areas when slots are available, offering families greater flexibility to enroll in a Head Start program that aligns with their preferred location, schedule, or educational approach — such as a center offering extended hours or a culturally specific curriculum — thereby broadening parental choice beyond geographic boundaries.

Section 1302.11(b)(1) of the Performance Standards requires programs to conduct a comprehensive community assessment to inform their program design and to ensure it reflects the needs of the community. The families served by Head Start programs are a central part of the community, and OHS (Office of Head Start) strongly encourages programs to engage families in the community assessment process as programs determine, develop, and improve their program model. Programs can add questions in their parent surveys and self-assessments that explore the variety of parent options and needs in the community. Creating opportunities to gather input from families about their preferences and how they evaluate their ECE (Early Care and Education) choices allows programs to integrate those preferences into their program design. Programs should consider how to ensure their available program options meet family needs and identify ways to promote choices to parents within their community.

A strong understanding of families' needs and preferences, as well as the range of available options in the community, allows Head Start programs to ensure their program options complement the other ECE (Early Care and Education) programs available to families. Head Start programs can use this information to assist families in connecting to other programs that best meet family preferences and values, including services in faith-based organizations, charter schools, and private child care.

This includes during transitions for children out of Early Head Start and from Head Start Preschool to kindergarten. Sections 1302.70 and 1302.71 of the Performance Standards require programs to implement strategies to support successful transitions for children and their families at these key milestones. During any transition, Head Start programs must collaborate with families to foster their continued involvement in and advocacy for the education and development of their child. In the transition to kindergarten specifically, programs are required to collaborate with local education agencies to support family engagement under Section 642(b)(13) of the Act, including working to provide training to enable parents to participate in decisions related to the educational choices for their children. As part of transition efforts, programs are also encouraged to help families understand school options in their local community.

Strengthening and Expanding Partnerships to Promote Parent Choice

Strong community collaborations are a core tenet of Head Start services; many programs have long-standing partnerships with state and community agencies that assist them in providing a wide variety of services for children and families. Section 1302.53(a)(1) of the Performance Standards requires Head Start programs to establish ongoing collaborative relationships and partnerships with community organizations. These partnerships facilitate access to community services that are responsive to child and family needs.

As programs conduct their community assessments, programs should re-examine how community partnerships extend and strengthen program services in ways that support family choice. This may involve broadening community partnerships to include partners that fit parents' preferences, such as their need for full-day services, faith-based instruction, or options to keep siblings together. Head Start programs are also encouraged to explore partnerships with state and local Child Care Resource and Referral agencies to inform working parents of the variety of ECE (Early Care and Education) options in their community. In addition to establishing ongoing partnerships, programs can connect parents directly to local and state organizations that train parents on educational options and parental rights; these may include parent training and resource centers, community parent resource centers, and statewide family engagement centers.

Section 1302.11(b)(2)(vii) of the Performance Standards requires that programs collect and use data on gaps in community resources to address the needs of eligible children and families. This data, combined with information on families' needs and preferences, allows programs to identify partners, including faith-based organizations or family child care options, that could expand programs' ability to support families in accessing the ECE (Early Care and Education) services that are the best fit for them.

Layering Funding to Strengthen Partnerships and Support Family Choice

Head Start programs and HSCOs can also collaborate with state and local community agencies as they examine their existing funding sources and consider how those funding streams may be leveraged more effectively within a mixed delivery system. Programs should consider how federal funds, such as those from Head Start, CCDF, and IDEA, can be effectively layered and braided to support broader access to services. Layered funding can be used to expand full-day, full-year services and comprehensive services that best serve families' needs or to free up resources for other purposes. Coordinating funding streams also allows programs to think more creatively about ways to partner with other programs and services, including partnering with faith-based organizations that offer early childhood opportunities that may be most desired by families in the community.[1]

Coordinating funding streams fosters innovative partnerships with diverse ECE (Early Care and Education) providers — including charter preschools, family child care homes, and faith-based programs — and ensures families can access settings that reflect their values and needs. OHS (Office of Head Start) urges programs to use this flexibility to participate in state and local mixed-delivery initiatives, reexamine program models based on family input, and build community collaborations that maximize educational freedom. By layering and braiding funding and listening to families, Head Start programs can help reduce or eliminate financial barriers and can empower families with limited resources to make informed ECE (Early Care and Education) choices, e.g., selecting a program with a specific curriculum, quality rating, or convenient location. This can be accomplished by sharing clear information on options and eligibility through a variety of mechanisms such as coordinated enrollment systems and parent workshops.

This strategic use of federal funds not only enhances family agency but also optimizes resources, reducing waste and aligning with the goal of making federal programs more effective for American families. Thank you for your dedicated efforts to support children and families in exercising their educational freedom.

Sincerely,

/ Captain Tala Hooban /

Captain Tala Hooban
Acting Director
Office of Head Start

[1] Head Start programs may partner with faith-based organizations when any explicitly religious activities (such as activities that involve overt religious content such as worship, religious instruction, or proselytization) are separate and distinct from the Head Start program, and the distinction is completely clear to the beneficiary or prospective beneficiary. See 45 CFR 87.3(d).

Historical Document

Department of Health and Human Services
Administration for Children and Families

Notice of Award

Award# 06CH012479-01-07
FAIN# 06CH012479
Federal Award Date: 03/20/2025

Recipient Information

1. Recipient Name
Crossroads Youth & Family Services, Inc.
1333 W Main St
Norman, OK 73069-6864

2. Congressional District of Recipient
04

3. Payment System Identifier (ID)
1731254978A1

4. Employer Identification Number (EIN)
731254978

5. Data Universal Numbering System (DUNS)
136346322

6. Recipient's Unique Entity Identifier (UEI)
D2WWMFNX4TM8

7. Project Director or Principal Investigator
Ms. Terrie Vicknair
HS/EHS Program Director
terriev@crossroadsyfs.com
405-292-6440

8. Authorized Official
Mrs. Andrea Marler
Board Chair
aamarler@me.com
405-808-4435

Federal Agency Information
ACF/OHS Region VI Grants Office

9. Awarding Agency Contact Information
Mrs. Jessica Cawthorn
Grants Management Officer
jessica.cawthorn@acf.hhs.gov
2147678822

10. Program Official Contact Information
Mrs. Tatia Long
Supervisory Program Specialist
tatia.long@acf.hhs.gov
214-767-8825

Federal Award Information

11. Award Number
06CH012479-01-07

12. Unique Federal Award Identification Number (FAIN)
06CH012479

13. Statutory Authority
42 USC 9801 ET SEQ

14. Federal Award Project Title
Head Start and Early Head Start

15. Assistance Listing Number
93.600

16. Assistance Listing Program Title
Head Start

17. Award Action Type
Budget Revision

18. Is the Award R&D?
No

Summary Federal Award Financial Information

19. Budget Period Start Date 02/01/2024 **- End Date** 01/31/2025	
20. Total Amount of Federal Funds Obligated by this Action	$0.00
20a. Direct Cost Amount	$0.00
20b. Indirect Cost Amount	$0.00
21. Authorized Carryover	$0.00
22. Offset	$0.00
23. Total Amount of Federal Funds Obligated this budget period	$15,476,776.00
24. Total Approved Cost Sharing or Matching, where applicable	$1,996,104.00
25. Total Federal and Non-Federal Approved this Budget Period	$17,472,880.00
26. Period of Performance Start Date 02/01/2024 **- End Date** 01/31/2029	
27. Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance	$25,840,495.00

28. Authorized Treatment of Program Income
ADDITIONAL COSTS

29. Grants Management Officer - Signature
Mrs. Jessica Cawthorn
Grants Management Officer

30. Remarks

Department of Health and Human Services

Administration for Children and Families

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Payment Account Number and Type
1731254978A1

Employer Identification Number (EIN) Data
731254978

Universal Numbering System (DUNS)
136346322

Recipient's Unique Entity Identifier (UEI)
D2WWMFNX4TM8

31. Assistance Type
Discretionary Grant

32. Type of Award
Service

33. Approved Budget
(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only
II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	$8,824,723.00
b. Fringe Benefits	$3,960,789.00
c. Total Personnel Costs	$12,785,512.00
d. Equipment	$647,915.00
e. Supplies	$291,541.00
f. Travel	$55,465.00
g. Construction	$0.00
h. Other	$1,696,343.00
i. Contractual	$0.00
j. TOTAL DIRECT COSTS	**$15,476,776.00**
k. INDIRECT COSTS	**$0.00**
l. TOTAL APPROVED BUDGET	**$15,476,776.00**
m. Federal Share	$15,476,776.00
n. Non-Federal Share	$1,996,104.00

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
4-G064122	06CH01247901	ACFOHS	41.51	93.600	$0.00	75-24-1536

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 06CH012479-01-07
FAIN# 06CH012479
Federal Award Date: 03/20/2025

35. Terms And Conditions

STANDARD TERMS

1. The *ACF Standard Terms and Conditions* applies to all ACF awards and is located on the Award Terms and Conditions page. The *Supplemental Terms and Conditions* herein are additional requirements applicable to the program named below.

   By acceptance of awards for this program, the recipient agrees to comply with the requirements included in both the *Standard* and *Supplemental Terms and Conditions* for this program.

   1. The administration of this program is authorized under the Head Start Act, as amended by the Improving Head Start for School Readiness Act of 2007, Public Law 110-134 at https://eclkc.ohs.acf.hhs.gov/policy/head-start-act.

   2. The program is codified at 42 U.S.C. 9831 et seq at https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-636-statement-purpose

   3. Implementing program regulations are published as the Head Start Program Performance Standards at 45 CFR Parts 1301 to 1305, https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii. Additional program guidance is located on the Early Childhood Learning & Knowledge Center (ECLKC), https://eclkc.ohs.acf.hhs.gov/. Recipients must act in compliance with the Program Instructions and Information Memoranda. For full text, go to https://eclkc.ohs.acf.hhs.gov/policy/pi and https://eclkc.ohs.acf.hhs.gov/policy/im.

   4. This award is subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements (UAR) for HHS Awards found at 45 CFR Part 75 at https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-A/part-75.

   a. For all monetary and non-monetary awards issued before October 1, 2024, HHS adopted from the federalwide UAR 2 CFR 200:

   i. Subpart D – Post Federal Award Requirements – Closeout at 2 CFR 200.344

   b. For monetary awards issued on or after October 1, 2024, per the Federal Register (FR), 89 FR 80055, HHS' UAR at 45 CFR Part 75 includes eight (8) regulatory provisions that HHS adopted from the federalwide UAR 2 CFR 200 This award is subject to the following eight (8) regulatory provisions in 2 CFR 200:

   i. Subpart A – Acronyms and Definitions – 2 CFR 200.1 "Modified Total Direct Cost (MTDC)

   ii. Subpart D – Post Federal Award Requirements – Disposition of Equipment at 2 CFR 200.313(e)

   iii. Subpart D – Post Federal Award Requirements – Supplies at 2 CFR 200.314(a)

   iv. Subpart D – Post Federal Award Requirements – Micro-purchase thresholds at 2 CFR 200.320

   v. Subpart D – Post Federal Award Requirements – Fixed amount subawards at 2 CFR 200.333

   vi. Subpart D – Post Federal Award Requirements – Closeout at 2 CFR 200.344

   vii. Subpart E – Cost Principles – Indirect Costs – De minimis rate at 2 CFR 200.414(f)

viii. Subpart F – Audit Requirements – Single Audit at 2 CFR 200.501

5. This award is subject to Executive Orders in the Federal Register available at https://www.federalregister.gov/presidential-documents/executive-orders

6. This award is subject to requirements or limitations in any applicable Appropriations Act available at https://crsreports.congress.gov/.

7. This award is subject to the Administrative and National Policy Requirements at https://www.acf.hhs.gov/grants/administrative-and-national-policy-requirements.

8. This award is subject to the HHS Grants Policy Statement (HHS GPS).

a. **For all monetary and non-monetary awards issued before October 1, 2024,** this award is subject to the HHS Grants Policy Statement: https://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf This includes requirements in Parts I and II. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

b. **For monetary awards issued on or after October 1, 2024,** this award is subject to the requirements of the HHS Grants Policy Statement (HHS GPS) that are applicable based on your recipient type and the purpose of this award. This includes requirements in Parts I and II available at https://www.hhs.gov/grants-contracts/grants/grants-policies-regulations/index.html. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING

9. Recipients are required to meet a non-federal share of the project cost, in accordance with Section 640(b) of the Head Start Act, 42 U.S.C. § 9835(b). Recipients must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share and the non-federal share. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all criteria listed in 45 CFR § 75.306.

10. The responsible HHS official may approve a waiver of all or a portion of the non-federal match requirement based on a recipient's written application submitted for the budget period and any supporting evidence the responsible HHS official requires. In deciding whether to grant a waiver, the responsible HHS official will consider the circumstances specified at section 640(b) of the Act and whether the recipient made a reasonable effort to comply with the non-federal match requirement.

a. **Matching Waiver Pursuant to 48 U.S.C. 1469a(d)** Matching requirements (including in-kind contributions) of less than $200,000 are waived under awards made to the governments of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands (other than those consolidated under other provisions of 48 U.S.C. 1469) pursuant to 48 U.S.C. 1469a(d). This waiver applies whether the matching required under the award equals or exceeds $200,000.

FINANCIAL REPORTING

11. The OMB approved Financial Reporting form for this program is the Federal Financial Reports (SF-425). This form must be submitted in the Payment Management System (PMS) as described in ACF-PI-

OHS-24-01: https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01.

a. *PMS SF-425 Information*: https://pms.psc.gov/grant-recipients/ffr-updates.html

b. For support using PMS, contact your PMS Liaison Accountant: https://pms.psc.gov/find-pms-liaison-accountant.html

c. Post-Award Reporting Forms and Instructions: https://www.grants.gov/forms/forms-repository/post-award-reporting-forms

12. *Obligation Deadline*: Funds must be obligated within the budget period established by the Notice of Award (NoA) on Line 19. If funds cannot be obligated within the established budget period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Head Start Enterprise System (HSES) applications. Applications for a carryover balance should be initiated once the actual unobligated balance is known (generally during the period allowed for preparation and submission of the annual Federal Financial Report. Applications for a no-cost extension must be submitted at least 10 calendar days before the end of the period of performance of the award.

13. *Liquidation Deadline:*

a. Recipients must liquidate all financial obligations incurred under the Federal award no later than 90 calendar days after the end date of the budget period, except for the final budget period, unless the Federal awarding agency or pass-through entity authorizes an extension,

b. During the final budget period within a period of performance recipients must liquidate all financial obligations incurred under the Federal award no later than 120 calendar days after the end date of the period of performance unless the Federal awarding agency or pass-through entity authorizes an extension. Any funds not expended by this timeframe must be returned to the U.S. Department of Health and Human Services.

PROGRAM REPORTING

14. The OMB approved Program Report form for this program is the Head Start Program Information Report (PIR, OMB Control No. 0970-0427). All grant recipients and sub-recipients are required to submit a PIR for Head Start and Early Head Start programs annually. PIR submissions are only accepted electronically using the Head Start Enterprise System (HSES).

a. PIR guidance, reference materials, change highlights and frequently asked questions are available at: http://eclkc.ohs.acf.hhs.gov/pir.

b. For assistance and/or support contact the HSES help desk at help@hsesinfo.org

PROPERTY REPORTING

15. This award is subject to the Property Related T&Cs found at https://www.acf.hhs.gov/grants/manage-grant/grant-award/property-terms.

16. The OMB approved property reporting is the following:

a. Real Property Reports (SF-429s). The SF-429 Real Property forms are applicable to this program and must be submitted as described in ACF-PI-HS-17-03: https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-hs-17-03.

Department of Health and Human Services

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Notice of Award

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i. For assistance accessing the SF-429: https://home.grantsolutions.gov/home/recipient-oldc-training-resources/

ii. For assistance completing the SF-429s, please contact OGM-RealProperty429@acf.hhs.gov

iii. Under 45 CFR §75.323, all real property, equipment, and intangible property acquired or improved with ACF funds must be held in trust by the non-federal entity as trustee for the beneficiaries of the project or program under which the property was acquired or improved. Post-award requirements of Part 1303 must be met and the federal interest resulting from purchase, construction and major renovation activities must be protecting by filing or posting a notice of federal interest as required by 45 CFR §1303.46 - §1303.49.

b. Tangible Property Report (SF-428s). The SF-428-B Tangible Personal Property Report -Final Report must be submitted as described in ACF-PI-OHS-24-01: https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01. The SF-428-C Tangible Personal Property Report – Disposition Request/Report must be submitted as described in the Tangible Personal Property Guidance: https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property#book_content_0

i. The fillable SF-428 forms must be completed and uploaded in the Grant Notes section of GS. The Category Type of the Grant Note is Tangible Personal Property Report (SF-428).

ii. Downloadable version of fillable SF-428: https://www.grants.gov/forms/forms-repository/post-award-reporting-forms

iii. *GS User Guide*: Grant Notes: Microsoft Word - User Guide Recipient Grants List and Details GRANTS LIST .docx (grantsolutions.gov) and Quick Sheet: Grant Notes (grantsolutions.gov)

EFFECTIVE PERIOD

17. These program-specific *Supplemental Terms and Conditions* are effective on the date shown in the top right of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed. These program-specific *Supplemental Terms and Conditions* are applicable to your award when they have been incorporated by reference in your Notice of Award or subsequent award amendments.

POINTS OF CONTACT

18. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found in the Head Start Enterprise System (HSES).

AWARD PAYMENT

19. This award will be paid through the Department of Health and Human Services, Payment Management Services, operating under the Program Support Center (PSC). The PSC provides automated award payment and cash management services from awards issued by Federal Government Awarding Agencies through the centralized payment system, Payment Management System (PMS). For more detailed information on payment through PMS, go to https://pms.psc.gov/. Drawing funds from PMS indicates acceptance and agreement to the T&Cs of the award.

UNIQUE ENTITY IDENTIFIER (UEI) NOTICE

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 06CH012479-01-07
FAIN# 06CH012479
Federal Award Date: 03/20/2025

20. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at Federal Service Desk (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET at https://www.fsd.gov/gsafsd_sp This award is subject to requirements as set forth in 2 CFR 25.110.

AWARD ATTACHMENTS

Crossroads Youth & Family Services, Inc. 06CH012479-01-07

1. Remarks

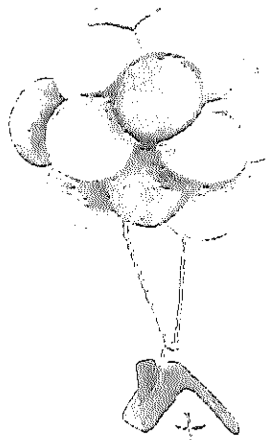
30. REMARKS (Continued from previous page)

This action approves the request to re-budget operations funds of $6,089 as follows:

$1,948 from Early Head Start Personnel to Other
$4,141 from Head Start Personnel to Other

Total: $6,089 for the purchase and installation of a Tankless Gas Water Heater to be located at Prague Head Start Center, 321 Jim Thorp Blvd, Prague, OK 74864
Head Start population: 510 children.
Designated Head Start service area: Oklahoma State; Cleveland, Comanche, Lincoln, Pottawatomie, and Seminole Counties Cities: Moore, Norman, Noble, Lawton, Agra, Davenport, Prague, Stroud, Seminole, Shawnee, Tecumseh, Bethel
Approved program options for the Head Start program: Center-based.

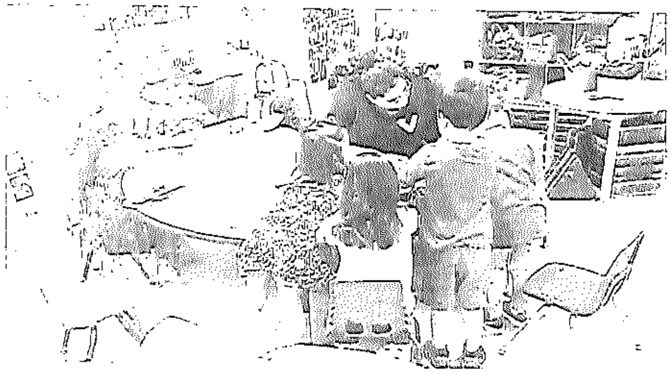
Early Head Start population: 300 infants, toddlers, and pregnant women.
Designated Early Head Start service area: Oklahoma State; Cleveland, Comanche, Lincoln, Pottawatomie, and Seminole Counties Cities: Moore, Norman, Noble, Lawton, Agra, Davenport, Prague, Stroud, Seminole, Shawnee, Tecumseh, Bethel
Approved program options for the Early Head Start program: Center-based.



CROSSROADS
Youth & Family Services, Inc.

Annual Management Report

All Roads Lead to Home



Contents

The Annual Management report is compiled using data collected throughout the year from various sources. For our Head Start and Early Head Start programs, we utilize ChildPlus to gather and analyze program data. JOLTS is used to track information related to Youth and Counseling Services. Additionally, fiscal goals are monitored through evaluations by outside auditing companies. This comprehensive report is published annually on our website and reviewed by our Policy Council and Board of Directors. It is also distributed to key stakeholders through an email campaign to ensure transparent communication and accountability.

Dear Friends and Supporters of Crossroads Youth & Family Services,

As we reflect on another year of dedicated service and unwavering commitment to our mission, we are excited to present our Annual Management Report for 2024. It is with immense pride and gratitude that we share the collective achievements, progress, and impact of Crossroads Youth & Family Services in our pursuit of supporting the healthy lifestyles and emotional well-being of children, youth, and families.

For 2024, Crossroads continued its vital work across five Oklahoma counties: Cleveland, Comanche, Lincoln, Seminole, and Pottawatomie. In these diverse communities, our organization remains steadfast in its dedication to providing Head Start/Early Head Start services, counseling support, and a safe haven for young individuals through the Crossroads Emergency Resource Center, known as CERC.

Our commitment to creating positive change extends beyond our programs and services. It is rooted in the hearts of our staff, volunteers, partners, and, most importantly, the families and youth we serve. In this report, we aim to provide you with a comprehensive overview of our accomplishments, the milestones we've achieved, and the challenges we've encountered throughout the year.

Within these pages, you will find updates on our strategic goals, program highlights that showcase the tangible differences we are making in the lives of those we serve, and a heartfelt expression of gratitude to our generous donors, whose unwavering support fuels our mission and enables us to reach even greater heights.

As we navigate the ever-evolving landscape of youth and family services, we remain committed to adapting and innovating to meet the evolving needs of our communities. The journey ahead may hold its share of challenges, but with your continued support, we are confident in our ability to overcome them and create lasting, positive change.

In the spirit of transparency, collaboration, and shared dedication to our mission, we invite you to explore this report and celebrate the impact of Crossroads Youth & Family Services in 2024. Together, we can look forward to another year of empowering children, youth, and families to thrive and succeed.

Thank you for being an integral part of our journey and for your unwavering belief in the potential of every child, youth, and family we serve.

With deep gratitude,

Wendy Swatek, MPA, J.D.

About Crossroads Youth & Family Services

Head Start/Early Head Start

The main goal of Crossroads' Early Head Start and Head Start program is to provide quality, research-based early childhood education for children and families in Cleveland, Comanche, Lincoln, Pottawatomie, and Seminole Counties. by providing them with the learning experiences necessary to close the achievement gap and enhance the quality of their lives.

Counseling

The main goal of Crossroads' Youth and Family Counseling is to provide prevention, education, child and family support counseling services for children from birth through seventeen (17) and their family members in Cleveland County.

CERC

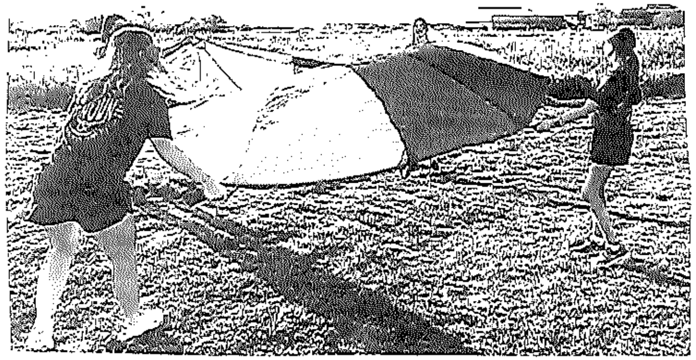
The main goal of the Crossroads' Emergency Resource Center (CERC) is to provide short-term emergency shelter care and other vital resources for children five (5) to seventeen (17) in Oklahoma.

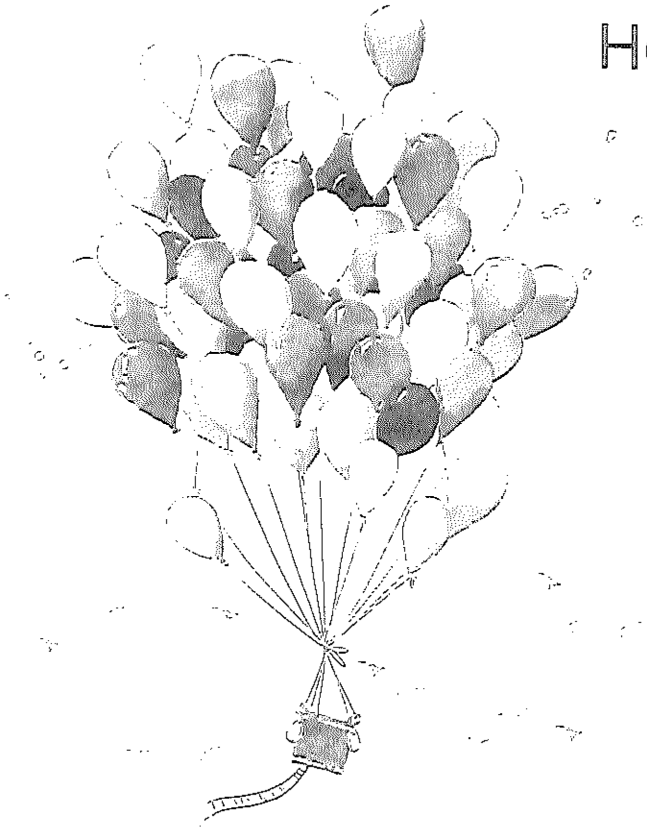
Our Mission

The mission of Crossroads Youth & Family Services, Inc. is to support the healthy lifestyles and emotional well-being of children, youth, and families .

Our Vision

We are committed to promoting **achievement** and **success** for the children and families.





Head Start/ Early Head Start

Attendance

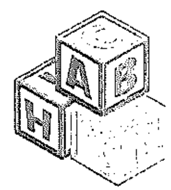
Attendance is paramount to the efficacy of the Head Start/ Early Head Start program. Including all the centers in our five county service area, the average attendance was 87.8%. Broken down by county, Cleveland County had the highest average attendance with 92.18% followed by Lincoln County at 90.29%. The remaining three counties had 89.08% for Seminole County, 87.68% in Pottawatomie County, and our lowest attendance was Comanche County at 86.02%

87.8%

Medical and Dental Exams

In the 2023-24 school year, 93% of children enrolled in the Crossroads' Head Start and Early Head Start program received medical and dental exams.

93%



July 2023	Head Start (411/714) 67% Early Head Start (268/372) 69%	**August 2023**	Head Start (360/714) 51% Early Head Start (268/372) 69%
September 2023	Head Start (408/714) 57% Early Head Start (263/372) 69%	**October 2023**	Head Start (411/714) 59% Early Head Start (258/372) **73%**
November 2023	Head Start (427/714) 59% Early Head Start (263/372) **70%**	**December 2023**	Head Start (441/714) **62%** Early Head Start (267/372) **71%**
January 2024	Head Start (453/714) 63% Early Head Start (257/372) 69%	**February 2024**	Head Start (453/714) **63%** Early Head Start (274/372) 73%
March 2024	Head Start (487/714) **68%** Early Head Start (267/372) **72%**	**April 2024**	Head Start (489/714) **68%** Early Head Start (276/372) **72%**
May 2024	Head Start (483/714) **67%** Early Head Start (260/372) **69%**	**June 2024**	Head Start (483/714) **67%** Early Head Start (260/372) **69%**

Enrollment

Change in Scope 2024

The change in scope was necessary to stabilize the current workforce in the program by increasing staff wages. The increased staff wages will allow Crossroads to recruit staff and retain staff by offering competitive wages in the workforce, thus addressing a strategic organization goal.

In August 2023, Crossroads engaged in a strategic planning process that examined the organization's strengths, weaknesses, opportunities, and threats. While communication within teams and staff involvement were identified as strengths of the agency, a weakness that was identified was staffing retention and acquisition due to the poaching of staff by the local public schools. This led to an organization-wide goal of: Increasing staff retention rates through a variety of methods to foster a sense of community and purpose.

A change in scope that reduces the overall Head Start and Early Head Start funded enrollment was necessary to free up funds that were reinvested into staff wages and fringe benefits. Crossroads reduced Head Start program from 714 slots to 510 slots (a reduction of 204 slots or a 28.6% reduction) and reduced its Early Head Start program from 372 slots to 300 slots (a reduction of 72 slots or a 19.4% reduction). The overall Head Start / Early Head Start reduction consists of 25.4% (or a total reduction of 276 slots).

979 Total Families Served

Fatherhood Activities & Parent Involvement

Join us in celebrating the power of fatherhood and the vital role fathers play in their children's early education and development. Our Head Start/Early Head Start programs are committed to nurturing strong family bonds right from the start. Our engaging fatherhood activities provide a welcoming space for dads to actively participate in their child's educational journey, starting at birth.

Through fun and interactive sessions, fathers and their little ones can bond, learn, and grow together. Our fatherhood activities are designed to promote meaningful connections, share parenting knowledge, and encourage positive involvement in your child's life. Together, we'll explore the joys of reading, creative play, and discovering the world around us.

A Child's World 5K

The first five years are crucial for early Childhood Development. This year, Crossroads' hosted the second annual 5k and 1 mile fun walk event to share the many resources in the community that connect families with services helping to promote healthy early childhood development. We had Angel's Foster Family Network, Family Expectations, Bethesda, and many volunteers partnering to provide an education, engaging event for families.

We had 162 participants championing early childhood development efforts this year.

Armstrong BANK

OKlahoma Early Learning Program

At Crossroads, we are proud to be active participants in the Oklahoma Early Childhood Program (OECP), a state initiative dedicated to providing high-quality early childhood education and support services to children and families throughout Oklahoma.

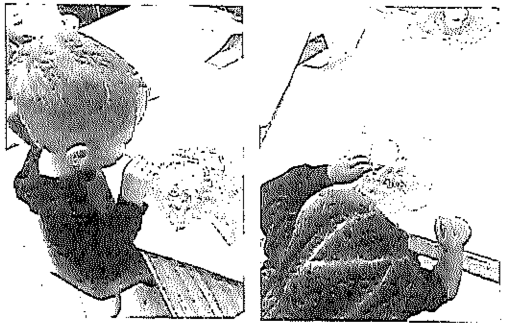
Through our collaboration with OECP, we are committed to ensuring that every child in our community has access to a nurturing and enriching early learning environment. Our dedicated team of educators and caregivers works hand in hand with OECP to deliver age-appropriate curriculum, engaging activities, and comprehensive support services that help children thrive during their crucial formative years.

Our partnership with OECP allows us to implement evidence-based practices and stay at the forefront of early childhood education research. We are devoted to promoting school readiness, social-emotional development, and overall well-being for the children we serve.

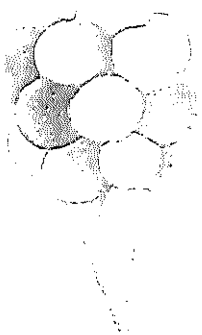
The McMahon Foundation

CAP Tulsa Helping Families Succeed

Carl C. Anderson Sr & Marie Jo Anderson Charitable Foundation



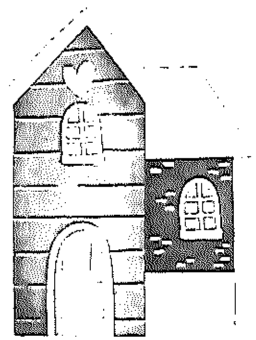
A little science fun at Summit Ridge Early Head Start.



School Readiness Goals

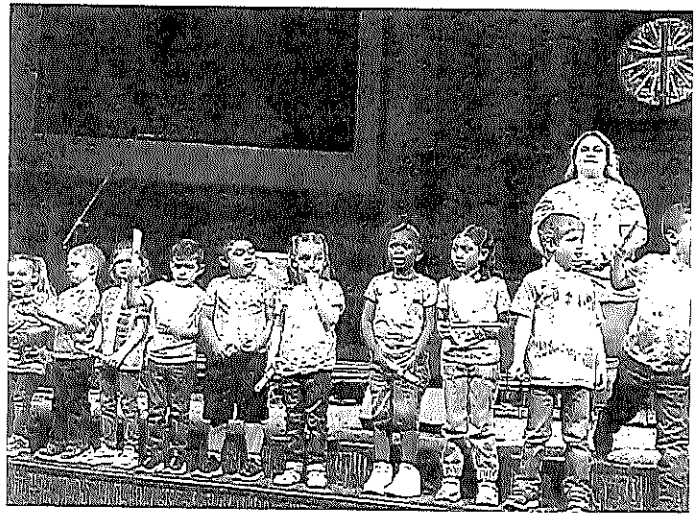
Percentages of 4 Year olds Scoring Level 4 or Higher

	P1	P3	Gains
Approaches to Learning	[illegible]	[illegible]	42%
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]



Transitioning to Kindergarten

To ensure a smooth transition for children in our Head Start program to plan for the child's move to the next educational setting. For children with disabilities in Head Start, the second parent-teacher conference, held before they exit the program, includes representatives from the local education agency (LEA) or the next program whenever possible. Additionally, throughout the year, we conduct transition training, inviting staff from local public schools, Sooner Start, and other child development programs to ensure collaboration and preparedness for kindergarten.



Goal

Crossroads Program Goal is that 85% of Children 4 and Older Score a Level 4 or Higher on Child Observation Record (COR) and School Readiness.

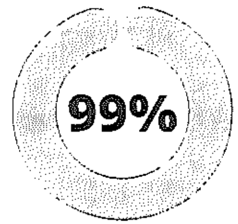
Youth Services- Counseling

Behavioral Health

This program targets Cleveland County Children under the age of 18 and their families who are eligible for counseling services. BHOP services include individual, group. and family counseling; emergency crisis counseling; and community and school-based counseling services.

Goal: To increase the level of individual and family functioning, stability, and communication through behavioral health services.

As of Quarter 4, Crossroads achieved 99% of the goal of reaching 100 clients. There were no major policy issues or recommendations at the time of this report.



Community At-Risk Services (CARS)

This program targets Cleveland County Children under the age of 18 and their families who are eligible for counseling services. BHOP services include individual, group. and family counseling; emergency crisis counseling; and community and school-based counseling services.

Goal: To increase the level of individual and family functioning, stability, and communication through behavioral health services.

	Month July 2024	YTD	FY24 Goal	% Reached
# of Individual Sessions	26	387	400	83%
# of Individual Therapy Hours	23.25	331.8	375	88%
# of Families Served (In Family Sessions)	8	58	65	89%
# of Family Therapy Hours	8	64	55	116%

First Time Offender Program (FTOP)

This program serves at-risk youth ages thirteen (13) to eighteen (18) that have encountered law enforcement and the juvenile justice system for social rules violations. Youth are offered intake/ assessment and referral services that can include group, individual, and family counseling; mentoring and tutoring; and psycho-educational classes of 12 hours' duration to help prevent or intervene in any continued school failure, delinquency, or family problems.

Goal: To decrease continued risk for juvenile delinquency in pre-delinquent youth or first-time offenders in Cleveland County.

Teens and Parent Parrtnerships (TAPP Program)

	Month July 2024	YTD	FY24 Goal	% Reached
# of TAPP Referrals	3	25	30	83%
# of Enrollments (Intakes)	2	22	25	88%
# of Groups Completed	1	12	10	120%
# of Participants Completed	4	43	50	86%
Total # Groups Currently in Progress	0			
# of Participants Currently in Progress	0			

Program Effectiveness Ratings

Program effectiveness is a tool that allows Crossroads and OAYS to track program effectiveness by asking each parent and youth to complete a Likert Scale with "1" being "Strongly Disagree" to "5" being "Strongly Agree." Below, are the results of this survey:

Component	Youth	Parents/Guardians	Average
Adolescent Development	4.5	5	4.75
Juvenile Justice System	4	4.25	4.13
Communication Skills	5	5	5
Anger Management	4.75	4.75	4.75
Problem Solving/ Decision Making	5	4.75	4.88
Value Awareness/ Cultural Sensitivity	4.75	5	4.88
Totals	4.67	4.79	4.73

Program Effectiveness Ratings

Component	Youth	Parents/Guardians	Average
Intake Clarity	4.75	5	4.88
Treated with Dignity and Respect	5	5	5
Facilitator Promptness	4.75	5	4.88
Ability to Handle Problems More Effectively	4.75	5	4.88
Benefit to Others	5	4.75	4.88
Totals	4.85	4.95	4.9

TSET
SUCCESSFUL FUTURES
PROGRAM

TSET Successful Futures initiative is to provide support to children and youth grades third through eighth in making healthy life choices through tobacco prevention, healthy lifestyles/nutrition physical activity, life skills and character education. The program also provides education to adults who impact that age.

One of my students waited patiently after group and came up to ask for a hug. He said, "Thank you for not laughing at me." He went on to tell me that everyone laughs at him. This space became a safe place for us all. These groups teach me just as much as they help build strong, healthy youth and families.

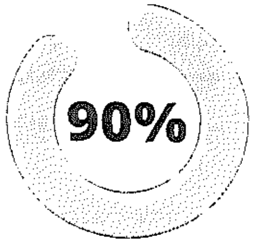
Crossroads Emergency Resource Center

This program targets children from Cleveland and McClain Counties who are under the age of 18 and are experiencing a crisis such as being removed from home because of alleged abuse/ neglect, running away from home, losing parents through death/ divorce, etc.

Goal: To provide a safe, non-threatening environment of 24-hour care to meet the immediate needs of children experiencing crisis.

Each resident completes a survey to determine the satisfaction for the services they receive. The goal of Crossroads is to maintain a satisfaction rating of at least "4" at discharge. This is measured using a five-point Libert Scale ranging from "" (Strongly Disagree) to "5" (Strongly Agree).

Resident Satisfaction Survey Results	Average Score for Quarter
I felt welcome in my out of home placement	5
The rules and expectations were clearly explained to me.	5
During my stay, I have felt there were staff I could go to with a problem or if I just wanted to talk.	4.83
I felt safe during my stay in out of home care	4.83
Overall my stay was positive	4.83

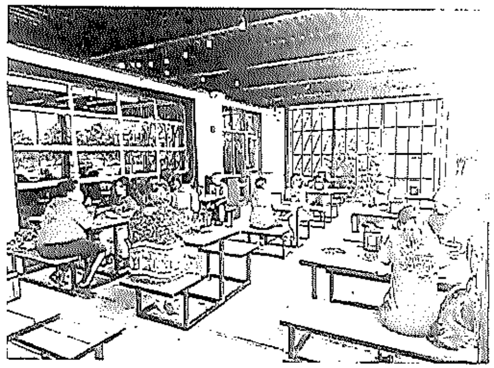


The goal decreased from 60 residents to 50 residents this program year because of increased days of care for youth residing in our emergency youth shelter.

Days of Care

The number of residents decreased, but the days of care met **114%** of the goal by providing **2082** days of care.

Crossroads partners with United Way of Norman to provide educational outings.



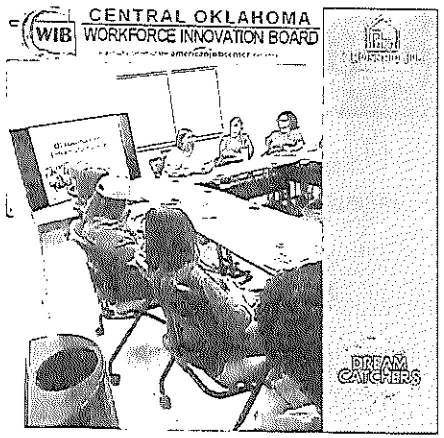
United Way of Norman

Crossroads Dream Catchers Summer Camp 2024

This program is designed to empower unhoused youth, those experiencing legal issues, and students identified by Norman Public Schools as needing additional support with an engaging 4-week camp the builds their self-efficiency and self-efficacy.

Goal: At Crossroads' Dream Catchers program, we're committed to nurturing the holistic development of each participant by providing research-based counseling services and engaging outings throughout the state. Our primary focus is on imparting essential life skills crucial for personal growth and success.

Each participant completes a survey to determine the satisfaction for the services they receive. The goal of Crossroads is to maintain a satisfaction rating of at least "4" at discharge. This is measured using a five-point Libert Scale ranging from "" (Strongly Disagree) to "5" (Strongly Agree).



Program Highlights

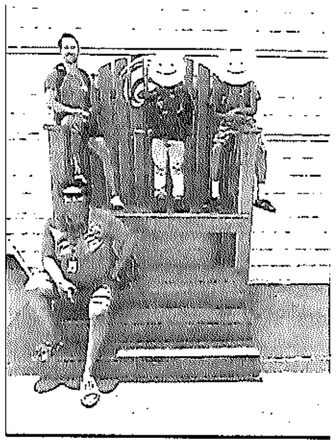
- [illegible] Our professional counselors will facilitate interactive sessions aimed at enhancing emotional intelligence, resilience, and problem-solving skills.
- [illegible] Participants will embark on exciting outings to diverse destinations across the state, fostering cultural appreciation, teamwork, and confidence.
- [illegible] Through hands-on activities and workshops, campers will learn valuable life skills such as communication, decision-making, financial literacy, and goal setting.
- [illegible] prioritize creating a nurturing and inclusive atmosphere where campers feel empowered to explore their potential and build meaningful connections with peers and mentors.
- [illegible] From Pickleball to boxing, the goal of this component emphasizes the need to be active and healthy for a lifetime. This area focuses on healing trauma through redirecting brain pathways to deal with anger, stress and daily life in a productive manner.

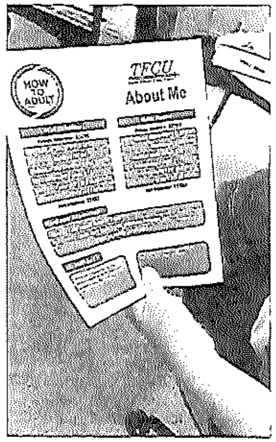
TFCU

Gil & Dody Weaver Foundation

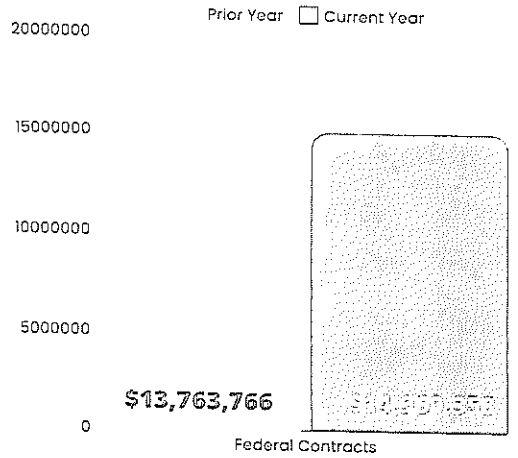
OKLAHOMA CITY COMMUNITY FOUNDATION

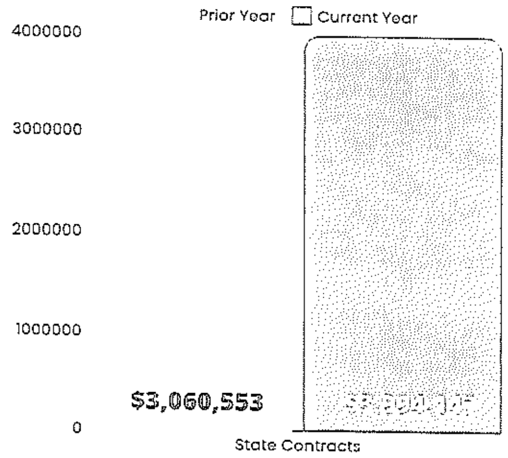
Crossroads Partnered with Gil and Dody Weaver Foundation and Oklahoma City Community Foundation to fund the summer camp that builds life skills.

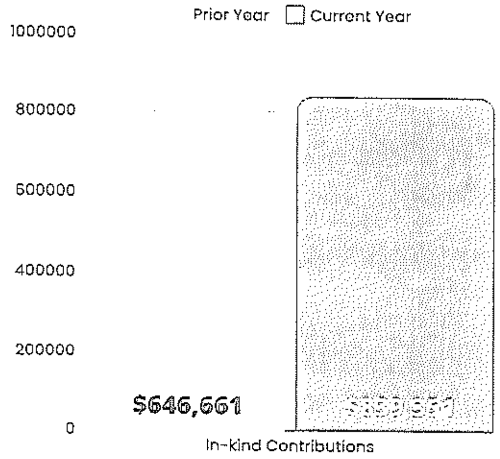




Revenue



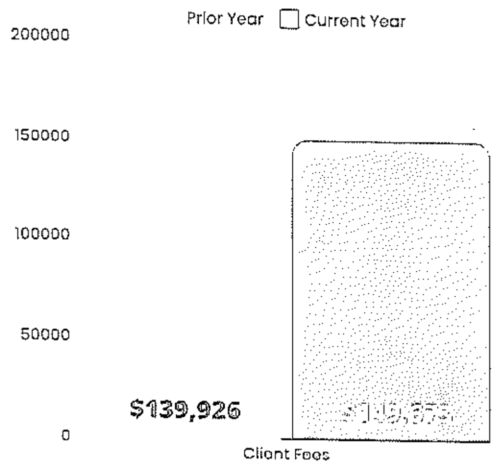


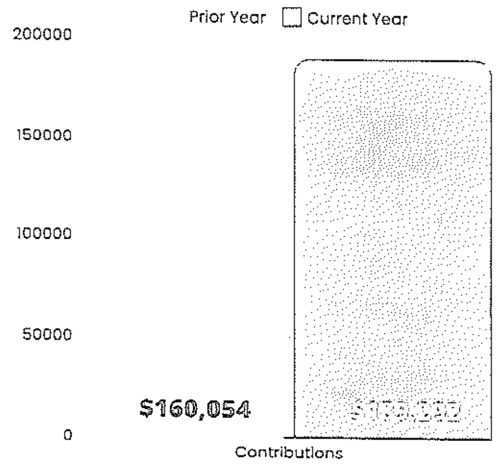


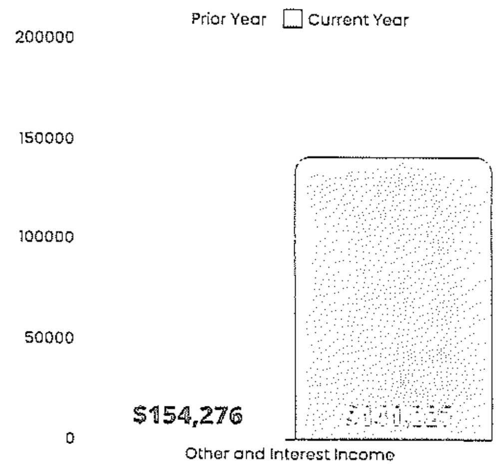
Total Revenue
$20,274,048

Total revenue for 2023 increased 13.09% from the previous year. Contributions and grants are reported as increased in the appropriate category of net assets.

Contributions and interest income decreased slightly, while federal and state contracts increased.

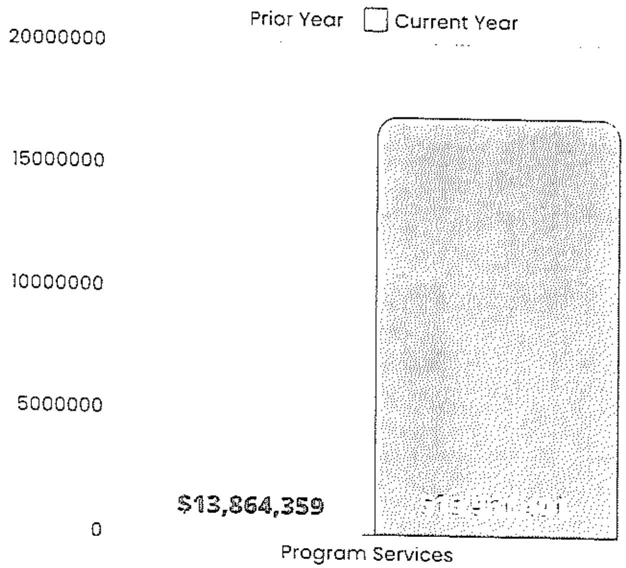






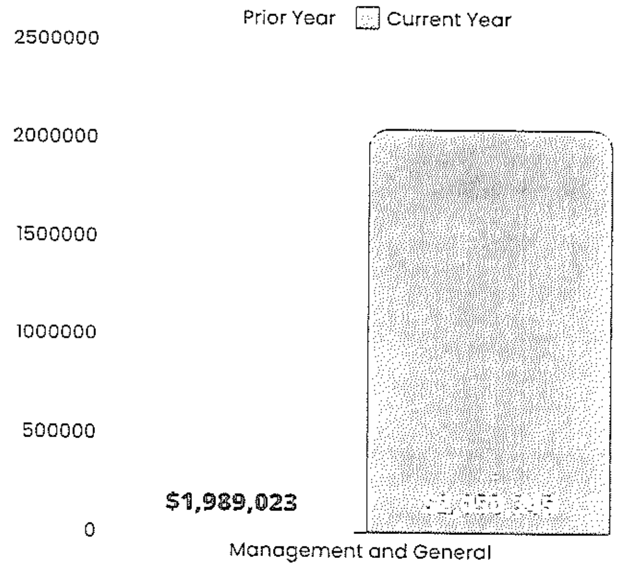
P. 149

Expenses



Total expenses increased by 19.92%. Many of these costs are due to increased prices for running programs directly impacting families.

Total Expenses
$19,011,746



Management and general expenses increased slightly by 3.08%. These costs account for 10.78% of the overall costs.

Thank you!

Individual

Cherish Daughtry
Robert Drewry
Shelly Fazio
Kaisha Gabriel
Aylin Gonzalez
Lori Gray
Shelli Jackson
Chris McElduff
Leesa Norvell
Calvin Prince
Bianca Prince
Christi Snow
Carter Strickland
Jennifer Sullivan
Kendra Wenrich
Dujun Zhai

OECP Program

Anderson Foundation
Sarkey's Foundation
McMahon Foundation

A Child's World 5K

Home Depot Norman
KidStrong OKC
Incredible Kids
Angel's Foster Network
Family Expectations
Rainbow Fleet

Armstrong Bank
BNB Technologies
Cade Construction
Gallagher

CERC Youth Shelter

United Way of Norman
212 Coach V Foundation
Hitachi Computer Products
Presbyterian Women's Thrift Shop
Network for Good
CAF America
Amazon Smile

Dream Catchers

Oklahoma City Community Foundation
Gil &Dody Weaver Foundation
Anonymous Private Donation

2025 EMPLOYEE SATISFACTION, QUALITY IMPROVEMENT, AND TRAINING SURVEY RESULTS

Survey Structure

- This year, like the previous 3 years, surveys were completed via Survey Monkey. Prior to 2022, surveys were completed via the employee access section of the agency website.
- The survey was distributed on March 31-April 6, 2025.
- The survey consisted of twenty-one Employee Satisfaction and Quality Improvement questions using a Likert scale.

Features of the Survey

- Survey was comprised of objective, research-based questions from external sources including the Society for Human Resources Management (SHRM) and Six Sigma Training & Quality Improvement.
- Employees were ensured anonymity.

Rate of Return

Of 278 employees....

264 surveys (95%) were completed.

(compared to 96% in 2024, 93% in 2023, 85% in 2022, 92% in 2021, 94% in 2019 & 2020, 95% in 2018, 83% in 2017, 87% in 2016, 88% in 2015, 85% in 2014, 88% in 2013, 84% in 2012, and 81% in 2011)

Employee Satisfaction Results

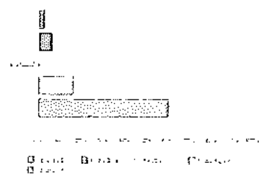
The 2025 results were generally not as good numerically as the 2024 results.

Employee Satisfaction Results

	2025	2024	2023	2022	2021	2020
• Commitment to Organization (-)	87%	90%	87%	87%	94%	93%
• Understand Job's Importance (-)	86%	90%	88%	90%	90%	92%
• Treated w/ Dignity & Respect (-)	83%	84%	85%	84%	85%	85%
• Growth Opportunities (-)	80%	85%	82%	82%	80%	87%
• Feel Supported by Supervisor (+)	78%	77%	84%	81%	83%	83%
• Use of Skills/Abilities (-)	75%	81%	80%	81%	80%	85%
• Pride in Employer (-)	72%	79%	77%	76%	74%	82%

Result: Feel Supported By Supervisor

Q9 I feel supported by my immediate supervisor.

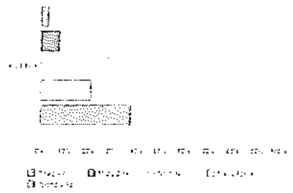


Employee Satisfaction Results (Continued)

	2025	2024	2023	2022	2021	2020
• Not Feeling Overwhelmed (-)	71%	77%	78%	77%	76%	80%
• Job Satisfaction (-)	69%	79%	75%	75%	70%	80%
• Support by Organization (-)	63%	71%	67%	64%	65%	73%
• Participation In Decision Making(-)	63%	66%	67%	63%	64%	69%
• Rewards/Recognition Fairness(-)	60%	72%	69%	63%	65%	71%
• Intent to Quit w/in One Year	9%	9%	8%	8%	6%	9%

Result: Fairness of Recognition

Q2 I am recognized fairly for the amount of effort that I put in.



Quality Improvement Results

	2025	2024	2023	2022	2021	2020
• Supervisor supports improvement (-)	75%	80%	77%	82%	75%	81%
• Supervisor has high standards (-)	75%	78%	80%	80%	78%	81%
• Agency ensures quality programs (-)	73%	76%	78%	77%	82%	84%
• Supervisor ensures staff input (-)	67%	73%	70%	66%	70%	73%
• Want to participate in quality efforts (-)	68%	70%	69%	71%	78%	82%
• Input is assessed for improvement (-)	60%	67%	62%	64%	76%	79%
• Agency has process to use input (-)	61%	66%	61%	56%	68%	70%
• Agency responds timely to input	61%	61%	59%	59%	75%	74%

THINGS LEARNED:

- Conscious Discipline
- Communication
- Time Management & Organization
- Breathing Techniques & Brain Smart Start
- COR, Child Plus & High Scope
- Paperwork
- Teamwork & Patience
- Fiscal Matters (Paycom, In-Kind, Billing)

TRAINING NEEDED:

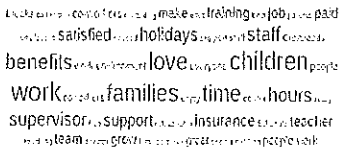
- Special Needs inc. Autism
- Challenging Behavior Management, Conscious Discipline, Conflict Resolution & De-Escalation
- Communication with Parents
- Team Building & Leadership
- Time Management
- Mental Health & Stress Management

TRAINING NEEDED CONTINUED:

- Lesson Plans, COR, High Scope & Child Plus
- Active Shooter
- Effects of Childhood Trauma
- Computer (Excel)
- Fiscal (In-Kind & Paycom)

MOST SATISFIED WITH:

Q25 What are you most satisfied with at Crossroads?



WAYS TO IMPROVE:

- Better Pay
- More Staff/More Resources to Deal with Challenging Behaviors
- Better Communication & More Consistency
- More Planning Time/Less Paperwork
- More Opportunity to Provide Feedback
- More Respect & Appreciation
- More Time Off

NEXT STEPS:

- Results were provided to Leadership Team for their feedback and will be included in the Self Assessment for Strategic Planning and Continuous Improvement.
- Training requests are guiding the topics for upcoming in-services.
- Adjustments are being made to the coaching process and to attempt to reduce teacher workload.

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

A For the 2023 calendar year, or tax year beginning 07/01/23 , and ending 06/30/24

B Check if applicable:
- [ ] Address change
- [ ] Name change
- [ ] Initial return
- [ ] Final return/terminated
- [ ] Amended return
- [ ] Application pending

C Name of organization: CROSSROADS YOUTH & FAMILY SERVICES, INC.

Doing business as

Number and street (or P.O. box if mail is not delivered to street address): 1333 W MAIN Room/suite

City or town, state or province, country, and ZIP or foreign postal code: NORMAN OK 73069

D Employer identification number: 73-1254978

E Telephone number: 405-292-6440

G Gross receipts$ 19,853,604

F Name and address of principal officer: WENDY SWATEK 1333 W MAIN NORMAN OK 73069

H(a) Is this a group return for subordinates [ ] Yes [X] No

H(b) Are all subordinates included? [ ] Yes [ ] No

If "No," attach a list. See instructions

I Tax-exempt status: [X] 501(c)(3) [ ] 501(c) ( ) (insert no.) [ ] 4947(a)(1) or [ ] 527

J Website: HTTP://WWW.CROSSROADSYFS.ORG

H(c) Group exemption number

K Form of organization: [X] Corporation [ ] Trust [ ] Association [ ] Other

L Year of formation: 1985 M State of legal domicile: OK

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
TO OPERATE AS A SOCIAL SERVICE AGENCY THAT SUPPORTS HEALTHY LIFESTYLES AND EMOTIONAL WELL-BEING OF CHILDREN, YOUTH AND FAMILIES THROUGH THE PROVISION OF EFFECTIVE COMMUNITY BASED PROGRAMS AND SERVICES.

2 Check this box [ ] if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	13
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	13
5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	344
6	Total number of volunteers (estimate if necessary)	6	1430
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0

		Prior Year	Current Year
Revenue			
8	Contributions and grants (Part VIII, line 1h)	189,292	240,579
9	Program service revenue (Part VIII, line 2g)	19,207,982	19,498,096
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	37,423	114,929
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		0
12	Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	19,434,697	19,853,604
Expenses			
13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
14	Benefits paid to or for members (Part IX, column (A), line 4)		0
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	12,763,372	13,146,780
16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
b	Total fundraising expenses (Part IX, column (D), line 25) 0		
17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	5,409,023	5,364,610
18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	18,172,395	18,511,390
19	Revenue less expenses. Subtract line 18 from line 12	1,262,302	1,342,214
Net Assets or Fund Balances		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	11,549,033	12,447,106
21	Total liabilities (Part X, line 26)	2,742,109	2,297,968
22	Net assets or fund balances. Subtract line 21 from line 20	8,806,924	10,149,138

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer Date

WENDY SWATEK EXEC DIRECTOR

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check [ ] if self-employed	PTIN
C JANESE SHEPARD	C JANESE SHEPARD	04/30/25		P00162034

Firm's name: GRAY, BLODGETT & COMPANY, PLLC Firm's EIN 73-1352810

Firm's address: 629 24TH AVE SW NORMAN, OK 73069-3912 Phone no. 405-360-5533

May the IRS discuss this return with the preparer shown above? See instructions [ ] Yes [ ] No

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	X	
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		X
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	X	
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		X
c	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	X	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		X
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		X
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		X

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O.	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

					Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	63			
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

			Line	Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a: 344			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.		13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.		15		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		16		X
17	**Section 501(c)(21) organizations.** Did the trust, any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.		17		

DAA

Part VI Governance, Management, and Disclosure *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI ..... [X]

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year ..... 1a 13 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent 1b 13				
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		2		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		3		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		5		X
6	Did the organization have members or stockholders?		6		X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		7a		X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		7b		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?		8a	X	
b	Each committee with authority to act on behalf of the governing body?		8b	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*		9		X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	X	
13	Did the organization have a written whistleblower policy?	13	X	
14	Did the organization have a written document retention and destruction policy?	14	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.	15b	X	
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed OK

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[ ] Own website [X] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

ORGANIZATION 1333 W MAIN

NORMAN OK 73069 405-292-6440

Form 990 (2023) CROSSROADS YOUTH & FAMILY 73-1254978 Page 7

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) WENDY SWATEK EXEC DIRECTOR	40.00 0.00			X				140,311	0	22,755
(2) CATHERINE BUTLER DIR OF ADMIN SERVICE	40.00 0.00					X		102,104	0	22,028
(3) JOHN GRIFFITH FINANCIAL DIRECTOR	40.00 0.00			X				100,907	0	13,314
(4) LEROY GILES CHAIR	2.00 0.00	X		X				0	0	0
(5) ANDREA MARLER VICE CHAIR	2.00 0.00	X		X				0	0	0
(6) LEANNE PENCE, CPA SECRETARY	2.00 0.00	X		X				0	0	0
(7) PHYLLIS WEAVER TREASURER	2.00 0.00	X		X				0	0	0
(8) LORI THROWER PAST CHAIR	2.00 0.00	X		X				0	0	0
(9) CLENT STEWART PAST CHAIR	2.00 0.00	X		X				0	0	0
(10) DANA MOORE DIRECTOR	1.00 0.00	X						0	0	0
(11) JOSEPH BLANCHARD DIRECTOR	1.00 0.00	X						0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(12) H GERALD MURRAY DIRECTOR	1.00 0.00	X						0	0	0
(13) ASHLEY MCCARTER DIRECTOR	1.00 0.00	X						0	0	0
(14) EMILY VIRGIN DIRECTOR	1.00 0.00	X						0	0	0
(15) ADRIENE DAVIS DIRECTOR	1.00 0.00	X						0	0	0
(16) CHARLES BAKER DIRECTOR	1.00 0.00	X						0	0	0
(17)										
(18)										
(19)										

		(D)	(E)	(F)
1b	Subtotal	343,322		58,097
c	Total from continuation sheets to Part VII, Section A			
d	Total (add lines 1b and 1c)	343,322		58,097

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 3

			Yes	No
3	Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		X
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4	X	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f 240,579				
	g Noncash contributions included in lines 1a-1f	1g $				
	h **Total.** Add lines 1a–1f		240,579			
Program Service Revenue		Business Code				
	2a HEAD START	611600	18,336,994	18,336,994		
	b OUTREACH/PREVENTION	611600	589,332	589,332		
	c SHELTER	624200	571,770	571,770		
	d					
	e					
	f All other program service revenue					
	g **Total.** Add lines 2a–2f		19,498,096			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		114,929			114,929
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
		(i) Real / (ii) Personal				
	6a Gross rents	6a				
	b Less: rental expenses	6b				
	c Rental inc. or (loss)	6c				
	d Net rental income or (loss)					
	7a Gross amount from sales of assets other than inventory	(i) Securities / (ii) Other 7a				
	b Less: cost or other basis and sales exps.	7b				
	c Gain or (loss)	7c				
	d Net gain or (loss)					
	8a Gross income from fundraising events (not including $ of contributions reported on line 1c). See Part IV, line 18	8a				
	b Less: direct expenses	8b				
	c Net income or (loss) from fundraising events					
	9a Gross income from gaming activities. See Part IV, line 19	9a				
	b Less: direct expenses	9b				
	c Net income or (loss) from gaming activities					
	10a Gross sales of inventory, less returns and allowances	10a				
	b Less: cost of goods sold	10b				
	c Net income or (loss) from sales of inventory					
Miscellaneous Revenue		Business Code				
	11a					
	b					
	c					
	d All other revenue					
	e **Total.** Add lines 11a–11d					
	12 **Total revenue.** See instructions		19,853,604	19,498,096	0	114,929

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	277,287	277,287		
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	9,627,305	8,395,416	1,231,889	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	174,314	136,628	37,686	
9 Other employee benefits	2,283,586	2,095,619	187,967	
10 Payroll taxes	784,288	687,635	96,653	
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	8,916	552	8,364	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	231,557	129,329	102,228	
12 Advertising and promotion	26,365	22,185	4,180	
13 Office expenses	147,073	135,694	11,379	
14 Information technology	234,212	207,809	26,403	
15 Royalties				
16 Occupancy	1,437,941	1,313,582	124,359	
17 Travel	165,819	135,938	29,881	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	669,902	669,902		
23 Insurance	413,278	373,404	39,874	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PROGRAM COSTS	1,979,057	1,801,032	178,025	
b PREPLACEMENT SCREENING	26,311	25,781	530	
c DUES & SUBSCRIPTIONS	23,748	15,035	8,713	
d HS/EHS EMPLOYEE MORALE	431	431		
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	18,511,390	16,423,259	2,088,131	0
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X [X]

				(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		313,229	1	340,367
	2	Savings and temporary cash investments		1,934,540	2	3,264,439
	3	Pledges and grants receivable, net		1,008,503	3	570,790
	4	Accounts receivable, net			4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		30,170	9	72,670
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 11,765,889			
	b	Less: accumulated depreciation	10b 5,158,186	6,470,841	10c	6,607,703
	11	Investments—publicly traded securities			11	
	12	Investments—other securities. See Part IV, line 11			12	
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets		1,791,750	14	1,591,137
	15	Other assets. See Part IV, line 11			15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		11,549,033	16	12,447,106
Liabilities	17	Accounts payable and accrued expenses		823,568	17	702,839
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		1,918,541	25	1,595,129
	26	**Total liabilities.** Add lines 17 through 25		2,742,109	26	2,297,968
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here** [X] **and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		8,734,303	27	10,063,838
	28	Net assets with donor restrictions		72,621	28	85,300
		Organizations that do not follow FASB ASC 958, check here [ ] **and complete lines 29 through 33.**				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		8,806,924	32	10,149,138
	33	Total liabilities and net assets/fund balances		11,549,033	33	12,447,106

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Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	19,853,604
2	Total expenses (must equal Part IX, column (A), line 25)	2	18,511,390
3	Revenue less expenses. Subtract line 2 from line 1	3	1,342,214
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	8,806,924
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	10,149,138

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2a		X
b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2b	X	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a	X	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b	X	

SCHEDULE A (Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047
2023
Open to Public Inspection

Name of the organization: CROSSROADS YOUTH & FAMILY SERVICES, INC.
Employer identification number: 73-1254978

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 [ ] A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
2 [ ] A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
3 [ ] A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
4 [ ] A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: ....
5 [ ] An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
6 [ ] A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
7 [X] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
8 [ ] A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
9 [ ] An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: ....
10 [ ] An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
11 [ ] An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
12 [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a [ ] **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
b [ ] **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
c [ ] **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
d [ ] **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
e [ ] Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations ....
g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Schedule A (Form 990) 2023 CROSSROADS YOUTH & FAMILY 73-1254978 Page 2

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi) (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	46,047	232,839	160,054	189,292	240,579	868,811
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	46,047	232,839	160,054	189,292	240,579	868,811
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						165,305
6 **Public support.** Subtract line 5 from line 4						703,506

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	46,047	232,839	160,054	189,292	240,579	868,811
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	9,872	9,058	6,842	37,423	114,929	178,124
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 **Total support.** Add lines 7 through 10						1,046,935

12 Gross receipts from related activities, etc. (see instructions) | 12 | 84,277,177

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f) divided by line 11, column (f)) | 14 | 67.20 %

15 Public support percentage from 2022 Schedule A, Part II, line 14 | 15 | 66.32 %

16a **33 1/3% support test — 2023.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b **33 1/3% support test — 2022.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10%-facts-and-circumstances test — 2023.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10%-facts-and-circumstances test — 2022.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16	Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2023** (line 10c, column (f), divided by line 13, column (f))	17	%
18	Investment income percentage from **2022** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests — 2023.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b **33 1/3% support tests — 2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI**, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI**.*	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI**.*	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI**.*	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI**.*	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b		

Part IV Supporting Organizations *(continued)*

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	11a		
b	A family member of a person described on line 11a above?	11b		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.*	11c		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in **Part VI** how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in **Part VI** how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	2		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in **Part VI** how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	1		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in **Part VI** how the organization maintained a close and continuous working relationship with the supported organization(s).*	2		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in **Part VI** the role the organization's supported organizations played in this regard.*	3		

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see **instructions**).*

a ☐ The organization satisfied the Activities Test. *Complete **line 2** below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete **line 3** below.*

c ☐ The organization supported a governmental entity. *Describe in **Part VI** how you supported a governmental entity (see instructions).*

			Yes	No
2	Activities Test. ***Answer lines 2a and 2b below.***			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in **Part VI identify those supported organizations and explain** how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in **Part VI** the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b		
3	Parent of Supported Organizations. ***Answer lines 3a and 3b below.***			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in **Part VI**.*	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in **Part VI** the role played by the organization in this regard.*	3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See **instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 **Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	8		

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d **Total** (add lines 1a, 1b, and 1c)	1d		
e **Discount** claimed for blockage or other factors (*explain in detail in Part VI*):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 **Minimum Asset Amount** (add line 7 to line 6)	8		

Section C – Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations *(continued)*

Section D – Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required—*provide details in **Part VI***)	5	
6 Other distributions (*describe in **Part VI***). See instructions.	6	
7 **Total annual distributions.** Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (*provide details in **Part VI***). See instructions.	8	
9 Distributable amount for 2022 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E – Distribution Allocations (see instructions)	**(i)** Excess Distributions	**(ii)** Underdistributions Pre-2023	**(iii)** Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required–*explain in **Part VI***). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f **Total** of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in **Part VI***. See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in **Part VI***. See instructions.			
7 **Excess distributions carryover to 2024.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2023

Name of the organization	Employer identification number
CROSSROADS YOUTH & FAMILY SERVICES, INC.	73-1254978

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	[X] 501(c)(3) (enter number) organization
	[ ] 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	[ ] 527 political organization
Form 990-PF	[ ] 501(c)(3) exempt private foundation
	[ ] 4947(a)(1) nonexempt charitable trust treated as a private foundation
	[ ] 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

[ ] For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

[X] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year .... $ ....

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Schedule B (Form 990) (2023) PAGE 1 OF 1 Page 2

Name of organization: CROSSROADS YOUTH & FAMILY

Employer identification number: 73-1254978

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	SARKEYS FOUNDATION 530 E MAIN ST NORMAN OK 73071	$ 15,000	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
2	MCMAHON FOUNDATION 716 SW C AVE LAWTON OK 73501	$ 30,000	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
3	UNITED WAY 2424 SPRINGER DR #3966 NORMAN OK 73069	$ 73,250	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
4	CAP TULSA 5330 E 31ST ST, SUITE 300 TULSA OK 74135	$ 90,000	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047
2023
Open to Public Inspection

Name of the organization: CROSSROADS YOUTH & FAMILY SERVICES, INC.

Employer identification number: 73-1254978

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements
Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
- ☐ Preservation of land for public use (for example, recreation or education)
- ☐ Protection of natural habitat
- ☐ Preservation of open space
- ☐ Preservation of a historically important land area
- ☐ Preservation of a certified historic structure

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included on line 2a	2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $

(ii) Assets included in Form 990, Part X $

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.

a Revenue included on Form 990, Part VIII, line 1 $

b Assets included in Form 990, Part X $

Schedule D (Form 990) 2023 CROSSROADS YOUTH & FAMILY 73-1254978 Page 2

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment %

b Permanent endowment %

c Term endowment %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i) Unrelated organizations?	3a(i)		
(ii) Related organizations?	3a(ii)		
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		73,418		73,418
b Buildings		4,167,409	1,558,729	2,608,680
c Leasehold improvements		4,183,801	1,644,750	2,539,051
d Equipment		2,728,701	1,552,493	1,176,208
e Other		612,560	402,214	210,346
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				6,607,703

Part VII Investments – Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, line 12, col. (B))*		

Part VIII Investments – Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, line 13, col. (B))*		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15, col. (B))*	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) OPERATING LEASE LIABILITIES	1,595,129
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	1,595,129

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Schedule D (Form 990) 2023 CROSSROADS YOUTH & FAMILY 73-1254978 Page 4

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return
Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	20,689,233
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b	835,629		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	835,629
3	Subtract line 2e from line 1			3	19,853,604
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	
5	Total revenue. Add lines 3 and 4c. *(This must equal Form 990, Part I, line 12.)*			5	19,853,604

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return
Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	19,347,019
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a	835,629		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	835,629
3	Subtract line 2e from line 1			3	18,511,390
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	
5	Total expenses. Add lines 3 and 4c. *(This must equal Form 990, Part I, line 18.)*			5	18,511,390

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part XIII Supplemental Information *(continued)*

SCHEDULE J (Form 990)

Department of the Treasury Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

Attach to Form 990.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization: CROSSROADS YOUTH & FAMILY SERVICES, INC.

Employer identification number: 73-1254978

Part I Questions Regarding Compensation

		Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax indemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (such as maid, chauffeur, chef)			
b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b		
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2		
3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☐ Compensation survey or study ☐ Form 990 of other organizations ☒ Approval by the board or compensation committee			
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a Receive a severance payment or change-of-control payment?	4a		X
b Participate in or receive payment from a supplemental nonqualified retirement plan?	4b		X
c Participate in or receive payment from an equity-based compensation arrangement?	4c		X
If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.			
Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.			
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a The organization?	5a		X
b Any related organization?	5b		X
If "Yes" on line 5a or 5b, describe in Part III.			
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a The organization?	6a		X
b Any related organization?	6b		X
If "Yes" on line 6a or 6b, describe in Part III.			
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III	7		X
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8		X
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9		

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 WENDY SWATEK	(i)	140,311	0	0	5,966	16,789	163,066	0
EXEC DIRECTOR	(ii)	0	0	0	0	0	0	0
2	(i)							
	(ii)							
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

SCHEDULE O (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization CROSSROADS YOUTH & FAMILY SERVICES, INC.

Employer identification number 73-1254978

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990

THE RETURN IS COMPARED TO THE AUDIT REPORT AND REVIEWED BY THE CFO.

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY

ON AN ANNUAL BASIS, ALL MEMBERS OF THE BOARD OF DIRECTORS AND ORGANIZATION OFFICERS ARE ASKED TO REVIEW THE ORGANIZATION'S CONFLICT OF INTEREST POLICY AND SIGN A "CONFLICT OF INTEREST STATEMENT."

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL

THE PROCESS FOR DETERMINING COMPENSATION FOR THE ORGANIZATION'S EXECUTIVE DIRECTOR AND OTHER OFFICERS, INCLUDING THE CONTRACTED CFO, IS THE SAME AS IT IS FOR ALL STAFF AT CROSSROADS YOUTH & FAMILY SERVICES, INC. THERE IS A SALARY SCHEDULE THAT IS APPROVED BY THE BOARD ANNUALLY AND TAKES INTO CONSIDERATION ANY COLA INCREASES. IF THERE IS AN INCREASE FOR ANY STAFF MEMBER INCLUDING COLAS, IT IS APPROVED BY THE BOARD OF DIRECTORS. IN ADDITION, THE POLICY COUNCIL APPROVES ANY INCREASES FOR ANYONE PAID WITH HEAD START FUNDS (EVEN PARTIALLY). THE ORGANIZATION IS ALSO REQUIRED TO PREPARE A WAGE COMPARABILITY SURVEY EVERY THREE YEARS AND TO REPORT ANY SALARIES THAT ARE SIGNIFICANTLY HIGHER OR LOWER THAN COMPARABLE WAGES IN THE STATE OF OKLAHOMA.

FORM 990, PART VI, LINE 15B - COMPENSATION PROCESS FOR OFFICERS

SEE RESPONSE TO FORM 990, PART VI, LINE 15A ABOVE.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION

Name of the organization	Employer identification number
CROSSROADS YOUTH & FAMILY	73-1254978

THE ORGANIZATION'S BOARD AGENDAS AND POLICY COUNCIL AGENDAS ARE POSTED ON THE FRONT DOORS OF THE ADMINISTRATION BUILDING. ANY PUBLIC MEMBER IS ALLOWED TO ATTEND THESE MEETINGS. IN ADDITION, OUR BILLBOARDS AT THE ADMINISTRATION BUILDINGS HAVE A POSTER THAT SAYS ANYONE CAN REQUEST THIS INFORMATION.

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☐

1 Briefly describe the organization's mission:

TO OPERATE AS A SOCIAL SERVICE AGENCY THAT SUPPORTS HEALTHY LIFESTYLES AND EMOTIONAL WELL-BEING OF CHILDREN, YOUTH AND FAMILIES THROUGH THE PROVISION OF EFFECTIVE COMMUNITY BASED PROGRAMS AND SERVICES.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 15,471,304 including grants of$) (Revenue $ 18,336,994)

HEAD START - TO PROVIDE EARLY CHILD DEVELOPMENT AND EDUCATION PROGRAMS TO 714 HEAD START AND 372 EARLY HEAD START CHILDREN IN CLEVELAND, COMANCHE, LINCOLN, POTTAWATOMIE AND SEMINOLE COUNTIES.

4b (Code:) (Expenses $ 528,231 including grants of$) (Revenue $ 571,770)

SHELTER - TO PROVIDE SHORT-TERM EMERGENCY CARE FOR 44 CHILDREN (BIRTH THROUGH AGE 17) INCLUDING AN IN-HOUSE CLASSROOM WITH CERTIFIED TEACHER AND DAILY INDIVIDUAL AND GROUP GUIDANCE AS WELL AS A 24-HOUR CRISIS HOTLINE.

4c (Code:) (Expenses $ 423,724 including grants of$) (Revenue $ 589,332)

OUTREACH - TO PROVIDE PREVENTION AND EDUCATION PROGRAMS AS WELL AS FAMILY AND SCHOOL-BASED COUNSELING SERVICES FOR 661 AT-RISK YOUTH AND FAMILIES WITHIN CLEVELAND COUNTY.

4d Other program services (Describe on Schedule O.)

(Expenses $ including grants of$) (Revenue $)

4e Total program service expenses 16,423,259

New Accreditation Deadlines and Supports Announced for Child Care Providers

EMAIL

Tuesday, May 13, 2025

New timelines and funding aim to help programs meet quality standards

OKLAHOMA CITY (May 12, 2025) — Oklahoma Human Services, in partnership with the Oklahoma Partnership for School Readiness (OPSR), announced significant updates to the state's child care quality rating system, including revised emergency rules, extended deadlines and accreditation support. These changes aim to strengthen Oklahoma's early child care infrastructure and support providers in meeting elevated standards.

As previously announced, revised emergency rules now require all 5-star child care programs to obtain accreditation from a nationally recognized accrediting organization approved by Child Care Services at Oklahoma Human Services in order to maintain their current quality rating.

In response to stakeholder feedback, Oklahoma Human Services will reopen the submission portal and extend the deadline for licensed providers to submit proof of either application for accreditation or achieved accreditation. The new deadline is **June 20, 2025**, extending beyond the original deadline of **April 10, 2025**.

Additionally, providers who are unable to meet the **September 1, 2025**, deadline for full national accreditation may request an extension in writing. Requests must be submitted to Oklahoma Human Services by **September 12, 2025**. Providers who demonstrate substantial and verifiable progress toward accreditation will be granted an extension through **December 31, 2025**, to meet the required standards. Providers who are able to demonstrate that they have completed all necessary steps toward accreditation may receive an additional extension of time beyond **December 31, 2025**, pending final decision by the accrediting body.

For more information about the updated emergency rules, visit **Child Care Rules and Feedback**.

"We're committed to ensuring Oklahoma children receive the highest quality care," said Jaesha Quarrels, Director of Child Care Services for Oklahoma Human Services. "National accreditation is the gold standard, and these new supports and adjusted timelines will help providers meet that goal while keeping our child care system strong."

To further ease the transition, $500,000 of federal Preschool Development Grant funds will be used to assist programs working toward accreditation. Funding will help cover self-study kits and accreditation-related materials. It will also provide access to hands-on support through regional Child Care Resource and Referral (CCRR) offices.

"OPSR is proud to offer direct support to providers through the Preschool Development Grant," said Carrie Williams, Executive Director of the Oklahoma Partnership for School Readiness. "By partnering with Oklahoma Human Services and the Legislature, we've created new, realistic options for providers committed to reaching national accreditation."

State lawmakers praised the agencies' collaborative, solution-focused response.

"I commend Oklahoma Human Services and OPSR for listening to stakeholders and developing practical, high-impact solutions," said Representative Gerrid Kendrix, Chair of the House Administrative Rules Committee. "These changes promote higher standards while giving providers a fair path to achieve them."

Programs interested in applying for OPSR's accreditation support can visit: okschoolreadiness.org/teachers-lounge.

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Last Modified on May 14, 2025