

**Ewing Marion Kauffman School Board of Directors  
Board of Directors Meeting – May 12 at 8:30am (CST) / 9:30am (EST)**

Contents

Meeting agenda	3
Finance: Treasurer’s report	5
Finance: FY22 budget	19
Leadership: Kauffman School one-pager	29
Leadership: DEI board update	31
Governance: Extended leave policy	33
Meeting minutes: April 14, 2021	35
Meeting minutes (interim): April 29, 2021	37

Please Note

Some pages are intentionally left blank to facilitate better printed copies.

Some pages may be inserted with existing page numbers. Page numbers related to this board packet are listed in the lower left of each page and are labeled, “Packet <<page#>>.”

Zoom Conference Call Line

The Zoom conference line can be accessed with the following information:

<https://kauffman.zoom.us/j/7969896793>

**Dial-in number: +1 (669) 900-6833**

**Meeting ID: 796 989 6793**

Contact

If you have questions or concerns prior to the board meeting, please contact Aaron North (816-932-1157, [anorth@kauffman.org](mailto:anorth@kauffman.org))



EWING MARION  
**KAUFFMAN SCHOOL**



**EWING MARION KAUFFMAN SCHOOL, INC.  
BOARD OF DIRECTORS – MEETING AGENDA**

Ewing Marion Kauffman School (Zoom meeting)  
Wednesday, May 12, 2021  
Board of Directors Meeting (8:30am CT)

All board members will participate via conference call line  
The conference line may be accessed through a Zoom video link or via telephone:

<https://kauffman.zoom.us/j/7969896793>

**Dial in number: +1 (669) 900-6833**

**Meeting ID: 796 989 6793**

8:30 am

**CALL TO ORDER**

- Welcome guests
- Review and discuss meeting agenda
- *Action:* Meeting minutes (04/14/2021 & 04/29/2021)

**FINANCE**

*Action:* Treasurer's report

*Action:* FY22 budget

*Action:* Vendor spending >\$100K

**SCHOOL LEADERSHIP REPORT**

**COMMUNITY FORUM**

- The Board will hear comments from community members regarding items on the agenda or other issues that should be brought to the Board's attention. Individual comments are limited to three minutes. It is anticipated the time allotted for the community forum will be no longer than fifteen minutes, unless time is extended by the Board Chair. Individuals who do not have an opportunity to speak during the allotted time will be given first opportunity at the next regularly scheduled Board of Directors meeting.

**GOVERNANCE**

- *Action:* Extended leave policy

**CLOSED SESSION**

- *Action:* Close meeting pursuant to R.S.Mo. § 610.021(3) – discussion of a personnel matter; 610.021(1) – discussion of legal matters; and to R.S.Mo. § 610.021(6) – discussion of a student matter
- *Action:* Re-open meeting

**ADJOURN**

Future Meetings:

June 14 (5:00pm; committees)

June 16 (8:30am; board)



*Ewing Marion Kauffman School  
Finance Monitoring Activities*

	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
Condensed Financial Packet <sup>1</sup>				X				X				
Comprehensive Financial Packet <sup>2</sup>		X				X			X		X	
EMKS Budget											X	
Tax Return <sup>3</sup>											X	
Annual External Audit Report				X								
Vendor Check Register		X		X		X		X	X		X	
Retirement Committee Review			X					X				

<sup>1</sup>Condensed financial packet consists of financial highlights, income statement and balance sheet.

<sup>2</sup>Comprehensive financial packet consists of financial highlights, revenue and expense analysis, updated annual forecast as applicable, income statement and balance sheet.

<sup>3</sup>Final extended filing date is May.

*Reporting & Compliance Due Dates (Documents available upon request)*

	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
ASBR <sup>4</sup>		X										
End of Year Report and FER <sup>5</sup>			X									
Federal Payment Request				X				X			X	
403b Plan Audit	X											
1099 amd W2 Tax Forms							X					
DESE Budget and Revisions <sup>6</sup>	X									X		

<sup>4</sup>Annual Secretary of the Board Report consists of State reporting on all spending.

<sup>5</sup>End of Year Report is a summary of Title programs; Final Expenditure Report is the final reporting of SWP and SPED.B spending for the prior fiscal year.

<sup>6</sup>DESE requires the SWP and Sped.B portions of the EMKS Budget to be submitted by July 1 and any revisions by April 30.

## Year-To-Date Balance Sheet Highlights

- The cash balance of \$8.9M reflects the receipt of the second 2020-21 EMKF operations grant installment as well as the receipt of the deferred 2019-20 operations grant final installment.
- The accounts receivable balance of \$1.7M is driven by a \$1.0M Basic Formula receivable from DESE. DESE inaccurately calculated the School's WADA figure for March which resulted in an underpayment. The School raised the issue with DESE and the payment was corrected in April. The balance of receivables consist of Title programs and SSO meal program reimbursement receivables.
- The accounts payable balance includes expenses incurred during the month for regular operations that are paid the following month. The balance fluctuates monthly and is currently \$0.3M. The majority of the balance relates to United Healthcare (\$91k), American Food & Vending (\$85k) and Apple Bus (\$40k). All invoices were paid on time.

## Year-To-Date Income Statement Highlights

- Total revenues and expenses through March 31 are \$17.6M and \$12.5M, respectively.
- The change in net assets through March 31 is currently \$4.7M favorable to the budget.
  - Total revenues are tracking \$2.8M favorable to budget with Federal SSO meal reimbursements, Cares Act funding, the prior year EMKF operations grant installment, and the SBA PPP loan conversion offsetting reductions in Basic Formula Funding.
  - Total expenses are tracking \$1.9M favorable to budget and driven by the School's current virtual format which is resulting in lower transportation, facility, professional services and supply spending.
    - In addition, the School had 142 employees as of March 31 though budgeted to hire up to 152.25 FTEs with the variance driving reduced spend on salary and benefits.

## Forecast #3 Highlights

- Total revenues and expenses are forecasted to end the year at \$22.3M and \$17.6M, respectively.

### Forecast #3 Highlights (continued)

- The forecast projects a favorable change in net assets of \$4.7M for the year. The favorable variance is driven by the following:
  - The \$1.9M SBA PPP loan payoff and recognition as revenue in this fiscal year.
  - Federal funding is well ahead of budget and driven by the SSO meal program and through the School securing available emergency relief funds.
  - State/Local funding is currently projected to be \$0.8M unfavorable to budget and driven by the WADA forecasted based on the School's virtual format vs assumptions for returning in-person at the time of preparing the current year budget. Additionally, the projected \$ per WADA paid by DESE remains below budget.
  - Transportation, supplies and facility costs will track favorably to budget due to the School's closure.
  - The School is projecting a lower average FTE count and will realize flat rate increases in its 2021 benefit premiums.
  
- DESE standards require the fund balance (net asset balance excluding PP&E) remain above 3% of year-end actual expenses; otherwise the school is considered "financially distressed". The ratio is currently projected to be approximately 54% at year end.

### Reporting and Compliance Highlights

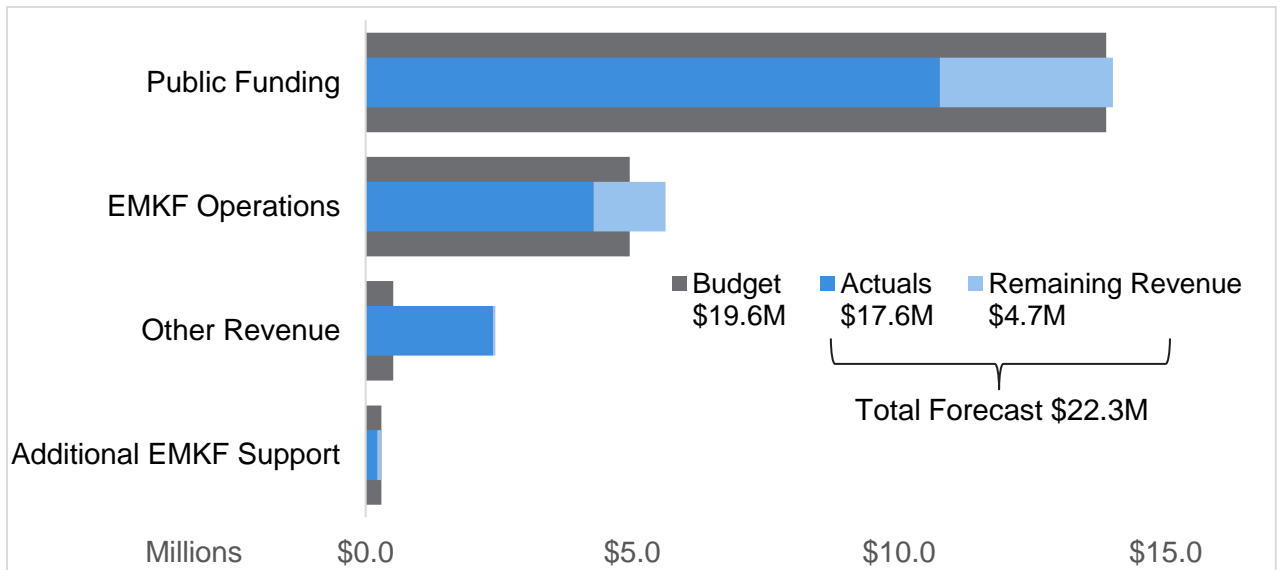
- The 990 tax return for 2019 was completed and submitted to the IRS; a copy will be made available for review at the June Board meeting.
  
- Fiscal year-end planning is underway with financial audit coordination started with EdOps and Daniel Jones & Associates (auditor).
  
- Note: EdOps is the current preparer of the monthly financials.

	March 2021	June 2020
<b>ASSETS</b>		
Cash and cash equivalents	\$ 8,947,910	\$ 7,110,709
Accounts receivable, net	1,668,279	495,949
Prepaid expenses	405,282	305,802
Property and equipment, net	562,815	626,367
Total assets	<u>\$ 11,584,286</u>	<u>\$ 8,538,828</u>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities:		
Accounts payable	\$ 299,544	\$ 248,038
Loan Payable	-	1,871,500
Basic formula advance	-	-
Accrued salaries and expenses	(1,657)	254,711
Total liabilities	<u>\$ 297,888</u>	<u>\$ 2,374,249</u>
Net Assets:		
Without donor restrictions	\$ 11,286,398	\$ 6,164,579
With donor restrictions	-	-
Total net assets	<u>\$ 11,286,398</u>	<u>\$ 6,164,579</u>
Total liabilities and net assets	<u>\$ 11,584,286</u>	<u>\$ 8,538,828</u>



## Revenue Highlights

**YTD revenues through March 31 tracked \$2.8M favorable to budget and were driven by increased Federal program revenues, the SBA PPP loan conversion, and grant installments offsetting reductions in Basic Formula.** Forecasted revenues are \$2.7M favorable to budget; this variance is driven by the timing of the SBA PPP loan conversion and receipt of the deferred op grant.



### **Public Funding (Federal, State & Local):**

Federal Funding through March 31 is \$2.3M, \$1.1M favorable to budget and driven by the Seamless Summer Option (SSO) food reimbursements and receipt of additional ESSER/CARES Act funds.

- The SSO program allows the School to seek reimbursement for meals served to EMKS students and also to those in need in the community.
- The School is on track to receive \$0.5M in Federal emergency relief funds which include:
  - **ESSER-I: \$199k;** the balance of remaining funds used to purchase student Chromebooks and to cover a portion of the SSO meal delivery program.
  - **Transportation for Meal Delivery Grant: \$153k;** funds covered portion of the SSO meal delivery program.
  - **CARES Act Relief Funds Grant: \$76k;** funds covered a portion of SSO meal delivery.
  - **DESE Connections Grant: \$35k;** funds covered a portion of at-home wifi access for students.
  - **DESE Access Grant: \$8k;** funds covered a portion of at-home wifi access for students.
- The forecast variance is favorable by \$0.9M and driven by the same factors previously noted.

## Revenue Highlights – (continued)

State & Local Funding through March 31 is \$8.4M, \$0.8M unfavorable to budget and driven by a reduced WADA count and modestly lower \$ per WADA versus budget.

- The School is estimating payments of \$8,250 per WADA vs a budgeted WADA of \$8,385.
- DESE communicated in November that charter schools can be paid at their prior year WADA if it will be higher than projections for the current year. For most schools this will be more advantageous than the alternative of seeking reimbursement based on virtual course completion. However, it will likely result in less revenue than budget for growing schools like EMKS.
- The forecast anticipates an \$0.8M unfavorable variance to budget in total State/Local revenues and driven by the adjustment noted in the above bullet. The WADA adjustment is included in the forecast as a conservative assumption though the School may end up being paid at a higher rate which will be accounted for in future forecasts if appropriate.

### **EMKF Operations:**

This category represents cash support from EMKF to fund the School's operations. The second installment of the 2020-21 EMKF operations grant was received in January. In addition, the deferred 2019-20 EMKF operations grant final installment was funded in August 2020.

### **Other Revenue:**

Other revenue through March 31 is \$2.4M, \$2.0M favorable to budget and driven by the conversion of the SBA PPP loan into a grant.

- The forecast variance is \$1.9M favorable and also driven by the SBA PPP loan conversion.

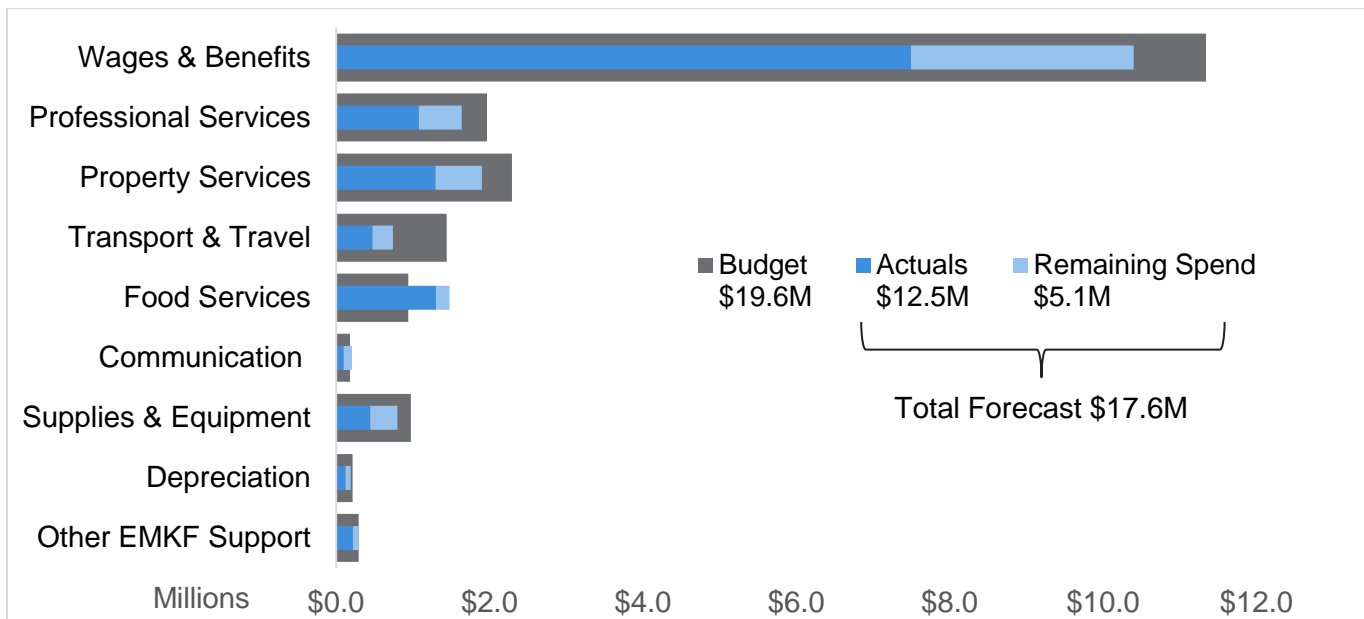
### **Other EMKF Support:**

This category includes cash and non-cash support from EMKF for items such as the quarterly rent payments on the School's building and restricted grants to fund one-time programs. These revenues have corresponding expenses and thus have no impact to the School's change in net assets.

## Expense Highlights

**YTD Expenses through March 31 are \$1.9M favorable to budget due to lower wages & benefit expense and impacts of the School closure.**

Forecasted Expenses are projected to track \$2.0M favorable to budget due to the same factors as previously noted.



### **Wages & Benefits:**

Wages & Benefits expense through March 31 is \$7.5M, \$0.9M favorable to budget. The School was approved to hire up to 152.25 FTES and had 142 FTEs as of March 31.

- The forecast variance is favorable by \$0.9M and driven by a lower average FTE count and flat rate increases in health benefits for the 2021 calendar year.

### **Professional and Technical Services:**

Professional and Technical Services expense through March 31 is \$1.1M, \$0.2M favorable to budget and driven by the School closure impacting athletics, student field trips, college visits and modest impacts from timing.

- The forecast variance is \$0.3 favorable to budget and driven by reduced end-of-year programming offsetting increases in legal expenses. At this time, Summer programming remains part of the forecast in case of the School's ability to safely proceed with programs.

## Expense Highlights – (continued)

### **Property Services:**

Property services through March 31 are \$1.3M, \$0.4M favorable to budget and driven by the school closure which is reducing utilities, maintenance, copier usage and supply costs as well as modest impacts from timing.

- The forecast variance is favorable by \$0.4M and driven by the same factors as noted above.

### **Transportation and Travel:**

Transportation and Travel expenses through March 31 are \$0.5M, \$0.7M favorable to budget and driven by the school closure.

- The forecast variance is favorable by \$0.7M and factors in use of the busing contractor for meal delivery and for transporting students participating in the re-opening pilot.

### **Food Services:**

Food service expenses are \$1.3M, and tracking \$0.6M unfavorable to budget a result of increased production for the SSO meal program.

- The forecast variance is \$0.5M unfavorable and driven by the SSO program running during the current school year. The school identified that student meal needs required the continuation of the program as was the case in the last school year.

### **Communications:**

Communications expenses are \$0.1M and are slightly favorable to budget.

- The forecast is moderately unfavorable and driven by increased spend on advertising for student recruitment.

### **Supplies & Equipment:**

Supplies expenses are \$0.4M, \$0.2M favorable to budget and driven by reduced spend due to the School closure.

- The forecast variance is \$0.2M favorable and driven by reduced spending on end of year trip costs, student snacks, student uniforms, and other supplies arising from the School closure.

### **Other EMKF Support:**

This category includes the expenses paid for by EMKF for items such as the quarterly rent payments on the School's building and restricted grants to fund one-time programs. These expenses have corresponding revenues and thus have no impact to the School's change in net assets.

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL	YTD BUDGET	VARIANCE FAV (UNFAV)	ANNUAL BUDGET	ANNUAL FORECAST #3	PRIOR YEAR ACTUAL
<b>Revenues and Support:</b>								
State and local public funding	\$ 8,439,753	\$ -	\$ 8,439,753	\$ 9,284,447	\$ (844,694)	\$ 12,216,378	\$ 11,419,742	\$ 8,741,327
Federal funding	2,323,861	-	2,323,861	1,246,231	1,077,630	1,661,642	2,582,848	1,051,061
EMKF support:								
Operation/Supplementary grants	4,271,506	-	4,271,506	3,711,043	560,463	4,948,057	5,621,083	3,363,247
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	220,047
Professional development grant	-	-	-	-	-	-	-	-
Total EMKF support	\$ 4,491,553	\$ -	\$ 4,491,553	\$ 3,931,090	\$ 560,463	\$ 5,241,453	\$ 5,914,479	\$ 3,583,294
Other revenue	2,391,378	-	2,391,378	386,089	2,005,289	514,785	2,431,500	285,684
Net assets released from restrictions	-	-	-	-	-	-	-	-
<b>Total revenues and support</b>	<b>\$ 17,646,545</b>	<b>\$ -</b>	<b>\$ 17,646,545</b>	<b>\$ 14,847,857</b>	<b>\$ 2,798,687</b>	<b>\$ 19,634,258</b>	<b>\$ 22,348,569</b>	<b>\$ 13,661,365</b>
<b>Expenses:</b>								
Salaries and benefits	\$ 7,494,268	\$ -	\$ 7,494,268	\$ 8,391,504	\$ 897,237	\$ 11,339,871	\$ 10,399,330	\$ 7,117,013
Professional and technical services	1,078,315	-	1,078,315	1,277,621	199,306	1,965,571	1,638,346	715,306
Property services	1,294,060	-	1,294,060	1,719,330	425,270	2,292,440	1,900,015	1,531,391
Transportation and travel	471,509	-	471,509	1,124,557	653,048	1,441,740	740,005	980,498
Food services	1,304,858	-	1,304,858	722,745	(582,113)	938,630	1,475,894	708,241
Communications	96,607	-	96,607	134,879	38,272	179,838	205,550	141,491
Supplies	444,193	-	444,193	682,236	238,044	974,623	798,212	437,631
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	220,047
Depreciation	120,869	-	120,869	161,882	41,013	215,842	188,999	101,421
<b>Total expenses</b>	<b>\$ 12,524,725</b>	<b>\$ -</b>	<b>\$ 12,524,725</b>	<b>\$ 14,434,801</b>	<b>\$ 1,910,076</b>	<b>\$ 19,641,951</b>	<b>\$ 17,639,747</b>	<b>\$ 11,953,040</b>
<b>Change in Net Assets</b>	<b>\$ 5,121,819</b>	<b>\$ -</b>	<b>\$ 5,121,819</b>	<b>\$ 413,056</b>	<b>\$ 4,708,763</b>	<b>\$ (7,693)</b>	<b>\$ 4,708,822</b>	<b>\$ 1,708,325</b>
<b>Net Assets, beginning</b>	<b>\$ 6,164,579</b>	<b>\$ -</b>	<b>\$ 6,164,579</b>					
<b>Net Assets, ending</b>	<b>\$ 11,286,398</b>	<b>\$ -</b>	<b>\$ 11,286,398</b>					

EWING MARION KAUFFMAN SCHOOL, INC  
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS (Cash Basis)  
FY2021 FORECAST #3

	<u>Budget</u>	<u>Forecast #1</u>	<u>Forecast #2</u>	<u>Forecast #3</u>	<u>Budget Var F/(UNF)</u>	<u>% Var</u>
<b>Revenues, Gains, and Other Support</b>						
State & Local Public Funding	12,216,378	10,924,558	10,831,711	11,419,742	(796,636) <sup>(1)</sup>	-7%
Federal Funding	1,661,642	2,558,648	2,722,848	2,582,848	921,206 <sup>(2)</sup>	55%
EMKF Operations Grant	4,948,057	4,948,057	4,948,057	5,621,083	673,026 <sup>(3)</sup>	14%
Other Revenue	514,785	410,000	610,000	560,000	45,215	9%
Other EMKF Support	293,396	293,396	293,396	293,396	-	0%
<b>Total Revenues</b>	<b>19,634,258</b>	<b>19,134,659</b>	<b>19,406,012</b>	<b>20,477,069</b>	<b>842,811</b>	<b>4%</b>
<b>Operating Expenses</b>						
Wages & Benefits	11,339,871	11,082,145	10,634,220	10,399,330	940,541 <sup>(4)</sup>	9%
Professional and Technical Services	1,965,571	2,060,367	1,682,966	1,638,346	327,225 <sup>(5)</sup>	20%
Property Services	2,292,440	1,912,440	1,957,440	1,900,015	392,425 <sup>(6)</sup>	21%
Transportation & Travel	1,441,740	740,005	740,000	740,005	701,735 <sup>(7)</sup>	95%
Food Services	938,630	1,313,140	1,548,200	1,475,894	(537,264) <sup>(8)</sup>	-36%
Communications	179,838	179,838	179,838	205,550	(25,712)	-13%
Supplies	974,623	845,733	740,633	798,212	176,411 <sup>(9)</sup>	22%
Building Lease	293,396	293,396	293,396	293,396	-	0%
<b>Total Operating Expenses</b>	<b>19,426,109</b>	<b>18,427,064</b>	<b>17,776,694</b>	<b>17,450,747</b>	<b>1,975,362</b>	<b>11%</b>
<b>Change in Net Assets (Cash Basis)</b>	<b>\$208,149</b>	<b>\$707,595</b>	<b>\$1,629,318</b>	<b>\$3,026,322</b>	<b>\$2,818,173</b>	
<b>Capital Purchases</b>	<b>390,149</b>	<b>390,149</b>	<b>90,149</b>	<b>105,935</b>	<b>284,214</b> <sup>(10)</sup>	
<b>Net Cash Impact</b>	<b>(182,000)</b>	<b>317,446</b>	<b>1,539,169</b>	<b>2,920,387</b>	<b>3,102,386</b>	
<b>Average Enrollment</b>	1,189	1,169	1,169	1176	(13)	-1%
<b>Total Staffing</b>	152.25	152.25	145.00	143.00	(9)	6%
<b>Cash Expense / Student (excl. bonds)</b>	\$ 15,991	\$ 15,846	\$ 15,033	\$ 14,680	\$ 1,311	-8%
<b>Reserve Fund Balance</b>	35%	40%	49%	54%	19%	
<sup>(1)</sup> State & Local Public Funding's unfavorable variance is driven by the utilization of last year's WADA (as allowed from DESE) which is a reduced count versus the assumptions used in the budget.						
<sup>(2)</sup> Federal Funding's favorable variance is driven by the School's participation in preparing and delivering meals for the students and the community while the School is closed. The School is able to be reimbursed through the expanded Seamless Summer Option (SSO) program at a higher-than-budgeted reimbursement rate. The School has also received \$500k in additional Cares Act funds.						
<sup>(3)</sup> The current forecast assumes receipt of the full current year operating grant and receipt of the prior year deferred installment.						
<sup>(4)</sup> Wages & Benefits' favorable variance is driven by the average FTE count of 143 in the forecast vs 152.25 in the budget; the School closure is not impacting Wage & Benefits expenses as all of our employees remain employed and are working remotely. Further, vendor cost increases for employee health benefits are flat for calendar year 2021.						
<sup>(5)</sup> Professional & Technical Services' favorable variance is primarily driven by the postponement of year-end student class trips.						
<sup>(6)</sup> Property Services' favorable variance is driven by reduced spend on utilities, cleaning and maintenance due to the school closure.						
<sup>(7)</sup> Transportation & Travel expense is favorable with the variance driven by the reduction in daily busing costs due to the School closure; the School is using a reduced amount of services from Apple Bus to facilitate daily breakfast and lunch delivery to students.						
<sup>(8)</sup> Food Services' unfavorable variance is driven by production adjustments to accommodate the SSO program; costs are offset by SSO revenues.						
<sup>(9)</sup> Supplies' favorable variance is driven by reduced spend on student snacks, cleaning supplies, copy paper, uniforms, and extracurricular student events.						
<sup>(10)</sup> Capital Purchase expense is favorable as the School is holding on the prospective remodel of the PD building.						

**EMKS Check Register February 1 - March 31, 2021 - By Date**

The following list includes all payments (ACH, Checks, and Wires) from the period mentioned above. Differences from the monthly subtotals and the income statement are due to the School using the accrual based method of accounting.

For reference, all auto-debits utilize a 10 to 11 digit code, all other items are paid via check or ACH.

\* See separate vendor detail of credit card payments from the period mentioned above.

Month	Check Date	Check Number	Check Type	Entity Name	Check Amount
February	02/01/2021	4249	Check	Education Pioneers, Inc	10,500.00
February	02/03/2021	4250	Check	Latrina Brantley	2,500.00
February	02/03/2021	4251	Check	California State Disbursement Unit	235.00
February	02/03/2021	4252	Check	Tyrone Davis	2,500.00
February	02/03/2021	4253	Check	ION Wave Technologies, Inc.	96.00
February	02/03/2021	4254	Check	MO Dept of Higher Ed & Workforce Development	188.59
February	02/03/2021	4255	Check	Christian Rucker	1,500.00
February	02/03/2021	4256	Check	St Lukes Hospital of Kansas City	934.08
February	02/03/2021	4257	Check	Jarrett Swain	1,500.00
February	02/03/2021	4266	Check	Jarrett Swain	1,500.00
February	02/03/2021	7224	ACH	Advantage Tech, Inc.	1,263.25
February	02/03/2021	7225	ACH	COMMERCE BANK	26,724.47 *
February	02/03/2021	7226	ACH	Dana Coleman Consulting LLC	1,400.00
February	02/03/2021	7227	ACH	Fidelity Workplace Investing LLC	19,279.35
February	02/03/2021	7228	ACH	Fidelity Workplace Investing LLC	5,117.79
February	02/03/2021	7229	ACH	Carlin Quinn	1,400.00
February	02/03/2021	7230	ACH	United Healthcare Insurance Company	190.85
February	02/03/2021	7231	ACH	American Food and Vending Corp.	109,175.50
February	02/04/2021	1034002532950	ACH	Roxine Westhues	30.00
February	02/05/2021	1035003079197	ACH	1/31 Payroll Taxes	17,911.50
February	02/11/2021	4258	Check	Certified Languages International LLC	66.70
February	02/11/2021	4259	Check	Mollie Mitchell	21,000.00
February	02/11/2021	7378	ACH	Advantage Tech, Inc.	1,240.00
February	02/11/2021	7379	ACH	Education Business Solutions Inc	12,000.00
February	02/11/2021	7380	ACH	Fidelity Workplace Investing LLC	350.62
February	02/11/2021	7381	ACH	Jaymie Huffman	3,136.25
February	02/11/2021	7382	ACH	Danielle Yeager	2,720.00
February	02/11/2021	7383	ACH	American Food and Vending Corp.	61,073.50
February	02/11/2021	7384	ACH	Apple Bus Company	67,466.99
February	02/11/2021	7385	ACH	Cushman & Wakefield U.S., Inc	163,233.58
February	02/12/2021	1043007202832	ACH	2/15 Payroll	266,818.47
February	02/12/2021	1042006592231	ACH	2/15 Payroll Taxes	68,681.04
February	02/18/2021	4260	Check	Severin Intermediate Holdings, LLC	24,940.00
February	02/18/2021	4261	Check	University of Missouri-Kansas City AR	2,450.30
February	02/18/2021	7386	ACH	Advantage Tech, Inc.	1,240.00
February	02/18/2021	7387	ACH	Dana Coleman Consulting LLC	3,570.00
February	02/18/2021	7388	ACH	Fidelity Workplace Investing LLC	16,984.60
February	02/18/2021	7389	ACH	Fidelity Workplace Investing LLC	5,417.19
February	02/18/2021	7390	ACH	Cushman & Wakefield U.S., Inc	2,750.00
February	02/23/2021	1053001703362	ACH	2/15 Payroll Taxes	5,566.34
February	02/23/2021	1053001819926	ACH	Tristar FSA Claim	1,071.79
February	02/24/2021	4262	Check	The Guardian Life Insurance Co	10,537.71
February	02/24/2021	4263	Check	Mollie Mitchell	10,000.00
February	02/24/2021	4264	Check	Starlight Theatre Association of Kansas City, Inc	5,500.00
February	02/24/2021	4265	Check	WorkMonger LLC	4,000.00
February	02/24/2021	7537	ACH	Advantage Tech, Inc.	1,178.00
February	02/24/2021	7538	ACH	COMMERCE BANK	23,979.81 *
February	02/24/2021	7539	ACH	Dana Coleman Consulting LLC	1,435.00
February	02/24/2021	7540	ACH	United Healthcare Insurance Company	96,959.57
February	02/24/2021	7541	ACH	American Food and Vending Corp.	46,012.40
February	02/25/2021	1055003304184	ACH	Tristar Admin Fee	55.25
February	02/26/2021	1057004621278	ACH	2/28 Payroll	263,721.44
February	02/26/2021	1056004092047	ACH	2/28 Payroll Taxes	68,177.65
February	02/26/2021	1057004437101	ACH	Amelia Winter	11.50
March	03/02/2021	1060006189244	ACH	Erin Weber	1,651.45
March	03/02/2021	1060005932012	ACH	Tristar FSA Claim	1,602.58
March	03/03/2021	4274	Check	California State Disbursement Unit	235.00
March	03/03/2021	4275	Check	Fidelity Investments Institutional Operations Co.,	1,852.75
March	03/03/2021	4276	Check	Husch Blackwell LLP	7,225.00
March	03/03/2021	4277	Check	MO Dept of Higher Ed & Workforce Development	357.98
March	03/03/2021	4278	Check	MO Dept of Higher Ed & Workforce Development	377.18
March	03/03/2021	4279	Check	Research to Practice Inc	665.00
March	03/03/2021	4280	Check	Seyferth Blumenthal & Harris, LLC	13,809.35
March	03/03/2021	7542	ACH	Advantage Tech, Inc.	1,240.00
March	03/03/2021	7543	ACH	COMMERCE BANK	3,447.94 *
March	03/03/2021	7544	ACH	Fidelity Workplace Investing LLC	16,659.41
March	03/03/2021	7545	ACH	Fidelity Workplace Investing LLC	5,317.19
March	03/03/2021	7546	ACH	Danielle Yeager	2,880.00
March	03/03/2021	7547	ACH	American Food and Vending Corp.	1,431.55
March	03/09/2021	1067010246646	ACH	Tristar FSA Claim	10.76
March	03/10/2021	4281	Check	ACT, Inc	42.00
March	03/10/2021	4282	Check	Global Strategy Group LLC	36,050.00
March	03/10/2021	4283	Check	Johnson County Community College	2,898.00

March	03/10/2021	7548	ACH	Dana Coleman Consulting LLC	2,975.00
March	03/10/2021	7549	ACH	Education Business Solutions Inc	12,000.00
March	03/10/2021	7550	ACH	Jaymie Huffman	3,672.50
March	03/10/2021	7551	ACH	sipVine, Inc.	250.05
March	03/10/2021	7552	ACH	American Food and Vending Corp.	1,784.70
March	03/10/2021	7553	ACH	Cushman & Wakefield U.S., Inc	177,830.69
March	03/12/2021	1070002575205	ACH	2/28 Payroll Taxes	17,320.50
March	03/15/2021	1074004259477	ACH	3/15 Payroll	258,679.22
March	03/15/2021	1071003151024	ACH	3/15 Payroll Taxes	67,164.55
March	03/15/2021	1071003119937	ACH	3/15 Payroll Taxes	5,199.91
March	03/16/2021	1074004415311	ACH	Tristar FSA Claim	822.91
March	03/17/2021	1075005569995	ACH	Deronne Wilson	231.72
March	03/18/2021	4284	Check	Certified Languages International LLC	27.55
March	03/18/2021	4285	Check	Kendall Ferrell	125.00
March	03/18/2021	4286	Check	Linda Kirkpatrick	2,185.00
March	03/18/2021	4287	Check	Aaron Rench	200.00
March	03/18/2021	4288	Check	Severin Intermediate Holdings, LLC	18,493.25
March	03/18/2021	4289	Check	Trans Par Group Inc	3,663.25
March	03/18/2021	7697	ACH	Advantage Tech, Inc.	1,240.00
March	03/18/2021	7698	ACH	Dana Coleman Consulting LLC	2,100.00
March	03/18/2021	7699	ACH	Fidelity Workplace Investing LLC	16,309.42
March	03/18/2021	7700	ACH	Fidelity Workplace Investing LLC	5,159.46
March	03/18/2021	7701	ACH	American Food and Vending Corp.	54,562.40
March	03/23/2021	1081008425328	ACH	Tristar FSA Claim	444.33
March	03/25/2021	4290	Check	Husch Blackwell LLP	10,200.00
March	03/25/2021	4291	Check	WHC KCT, LLC (ZTRIP)	50.40
March	03/25/2021	7845	ACH	Advantage Tech, Inc.	1,240.00
March	03/25/2021	7846	ACH	COMMERCE BANK	35,814.29 *
March	03/25/2021	7847	ACH	Dana Coleman Consulting LLC	1,855.00
March	03/25/2021	7848	ACH	American Food and Vending Corp.	150,631.00
March	03/25/2021	7849	ACH	Apple Bus Company	40,135.39
March	03/25/2021	7850	ACH	Cushman & Wakefield U.S., Inc	2,750.00
March	03/26/2021	1084000149090	ACH	Tristar Admin Fee	59.50
March	03/30/2021	1088001931153	ACH	Tristar FSA Claim	242.38
March	03/31/2021	1090003352468	ACH	3/31 Payroll	258,514.84
March	03/31/2021	1089002665418	ACH	3/31 Payroll Taxes	66,755.05

**Grand Total**

**\$ 2,785,734.48**



**EMKS Check Register February 1 - March 31, 2021 - By Vendor**

The following list includes all payments (ACH, Checks, and Wires) from the period mentioned above. Differences from the monthly subtotals and the income statement are due to the School using the accrual based method of accounting.

\* See separate vendor detail of credit card payments from the period mentioned above.

Payee	Amount
1/31 Payroll Taxes	\$ 17,911.50
2/15 Payroll	\$ 266,818.47
2/15 Payroll Taxes	\$ 74,247.38
2/28 Payroll	\$ 263,721.44
2/28 Payroll Taxes	\$ 85,498.15
3/15 Payroll	\$ 258,679.22
3/15 Payroll Taxes	\$ 72,364.46
3/31 Payroll	\$ 258,514.84
3/31 Payroll Taxes	\$ 66,755.05
Aaron Rench	\$ 200.00
ACT, Inc	\$ 42.00
Advantage Tech, Inc.	\$ 8,641.25
Amelia Winter	\$ 11.50
American Food and Vending Corp.	\$ 424,671.05
Apple Bus Company	\$ 107,602.38
California State Disbursement Unit	\$ 470.00
Carlin Quinn	\$ 1,400.00
Certified Languages International LLC	\$ 94.25
Christian Rucker	\$ 1,500.00
COMMERCE BANK	\$ 89,966.51 *
Cushman & Wakefield U.S., Inc	\$ 346,564.27
Dana Coleman Consulting LLC	\$ 13,335.00
Danielle Yeager	\$ 5,600.00
Deronne Wilson	\$ 231.72
Education Business Solutions Inc	\$ 24,000.00
Education Pioneers, Inc	\$ 10,500.00
Erin Weber	\$ 1,651.45
Fidelity Investments Institutional Operations Co.,	\$ 1,852.75
Fidelity Workplace Investing LLC	\$ 90,595.03
Global Strategy Group LLC	\$ 36,050.00
Husch Blackwell LLP	\$ 17,425.00
ION Wave Technologies, Inc.	\$ 96.00
Jarrett Swain	\$ 3,000.00
Jaymie Huffman	\$ 6,808.75
Johnson County Community College	\$ 2,898.00
Kendall Ferrell	\$ 125.00
Latrina Brantley	\$ 2,500.00
Linda Kirkpatrick	\$ 2,185.00
MO Dept of Higher Ed & Workforce Development	\$ 923.75
Mollie Mitchell	\$ 31,000.00
Research to Practice Inc	\$ 665.00
Roxine Westhues	\$ 30.00
Severin Intermediate Holdings, LLC	\$ 43,433.25
Seyferth Blumenthal & Harris, LLC	\$ 13,809.35
sipVine, Inc.	\$ 250.05
St Lukes Hospital of Kansas City	\$ 934.08
Starlight Theatre Association of Kansas City, Inc	\$ 5,500.00
The Guardian Life Insurance Co	\$ 10,537.71
Trans Par Group Inc	\$ 3,663.25
Tristar Admin Fee	\$ 114.75
Tristar FSA Claim	\$ 4,194.75
Tyrone Davis	\$ 2,500.00
United Healthcare Insurance Company	\$ 97,150.42
University of Missouri-Kansas City AR	\$ 2,450.30
WHC KCT, LLC (ZTRIP)	\$ 50.40
WorkMonger LLC	\$ 4,000.00
<b>Grand Total</b>	<b>\$ 2,785,734.48</b>

**EMKS Check Register February 1 - March 31, 2021 - By Credit Card**

The following list includes the vendor detail for the Commerce Bank credit card purchases made in the time frame mentioned above.

Payee	Amount
Adobe	\$ 49.98
AIRBNB INC	\$ 858.56
Amazon	\$ 4,109.36
ANNE GASTRO PUB	\$ 210.00
Apple	\$ 213.12
BAMBOOHR	\$ 1,421.58
BOOKPAL	\$ 2,270.40
BOOKSHOP	\$ 66.35
CAFÉ GRATITUDE	\$ 212.75
CAFFETERIA MODERNA	\$ 150.00
Carter Broadcasting	\$ 7,000.00
CLOUDFLARE	\$ 15.00
Concur	\$ 2,465.61
Consolidated Communications	\$ 3,383.30
CT Corporation	\$ 235.43
CVS	\$ 9.51
DELUXECH	\$ 268.44
DOCUSIGN	\$ 211.61
DOORDASH	\$ 101.19
Education Test Service	\$ 50.00
FIDDLYFIG	\$ 110.19
Google Inc	\$ 96.00
GRUBHUB	\$ 54.19
Idemia LLC	\$ 42.75
Ink & Windmills LLC	\$ 200.00
IXL LEARNING	\$ 495.00
Johnson County Community College	\$ 448.00
JUST RITE SPIRIT	\$ 2,638.22
KCSTAR	\$ 1,200.00
LinkedIn	\$ 119.95
LOGMEIN Inc	\$ 27.00
Medical Supply	\$ 1,306.29
Metro Community College KC	\$ 927.71
N2Y LLC	\$ 816.69
National Student Clearinghouse	\$ 17.50
NEAT FRAME	\$ 2,787.17
Northwest Health & Safety, Inc.	\$ 479.00
NYTIMES	\$ 28.00
OFFICE DEPOT	\$ 266.14
OUTFRONT MEDIA	\$ 1,370.00
OWL LABS	\$ 6,442.06
PADLET	\$ 30.00
PIZZAHUT	\$ 47.89
REDDOOR KC	\$ 13.14
Relay Graduate Program	\$ 125.00
School Traditions LLC	\$ 206.55
SHOWMEKC SCHOOLS	\$ 50.00
TECHCYCLE	\$ 22,972.70
Tmobile	\$ 20,396.75
UNBAKERY	\$ 39.26
University of Missouri KC	\$ 200.00
UPS	\$ 389.63
VERIZON	\$ 3,042.73
WALMART	\$ 17.43
WEST INTERACTIVE	\$ 91.52
University of Kansas	\$ 150.00
University of Missouri Colombia	\$ 200.00
<b>Total</b>	<b>\$ 91,146.65</b>
Commerce Credit Card Statement Net Rebate	\$ (1,180.14)
<b>Grand Total</b>	<b>\$ 89,966.51</b>



# Kauffman School Budget Detail

EMKS Finance Committee Presentation

May 12, 2021

EWING MARION  
KAUFFMAN SCHOOL

[www.kauffmanschool.org](http://www.kauffmanschool.org)

# 2021-2022 Annual Budget Background

## **EMKS is focusing on safely returning our students to the classroom:**

- Planning for full instructional and extracurricular programming for the 5<sup>th</sup>-12<sup>th</sup> grade students.
- Investing in DEI initiatives as a central priority for our organization.
- Partnering with our vendors to provide safe classrooms, meals and busing.
- Continuing to build a strong College Access & Success program to provide our current high school students and alumni with development and resources to reach for and persist in their post-secondary experience.

## **The school will also contend with ongoing challenges:**

- Returning to in-person instruction and building student, family, and staff confidence in health and safety protocols.
- Focused efforts to recover from the city-wide drop in early grades enrollment.
- Assessing and overcoming the learning and social-emotional needs of our new and returning students.

# 2021-2022 Annual Budget

## Detail

	<u>2019/20 Actual</u>	<u>2020/21 Budget</u>	<u>2020/21 FC3</u>	<u>2021-22 Budget</u>
<b>Revenues, Gains, and Other Support</b>				
State & Local Public Funding	11,064,942	12,216,378	11,419,742	11,142,013
Federal Funding	2,015,907	1,661,642	2,582,848	3,328,031
EMKF Operations Grant	3,363,247	4,500,000	4,500,000	4,500,000
EMKF Deferred Operations Grant	-	448,057	1,121,083	-
Other Revenue	921,045	514,785	2,431,500	484,815
EMKF Facility Grant	293,396	293,396	293,396	293,396
Alumni Scholarship Grant	-	-	-	250,000
<b>Total Revenues</b>	<b>17,658,538</b>	<b>19,634,258</b>	<b>22,348,569</b>	<b>19,998,255</b>
<b>Operating Expenses</b>				
Wages & Benefits	10,169,600	11,339,871	10,399,330	11,068,241
Professional and Technical Services	953,591	1,965,571	1,638,346	2,122,245
Property Services & Insurance	1,934,257	2,292,440	1,900,015	2,500,460
Transportation & Travel	1,134,786	1,441,740	740,005	1,614,548
Food Services	995,741	938,630	1,475,894	857,184
Communications	259,379	179,838	205,550	166,800
Supplies	778,983	974,623	798,212	1,087,131
Building Lease	293,396	293,396	293,396	293,396
Depreciation	140,681	215,842	188,999	226,649
<b>Total Operating Expenses</b>	<b>16,660,414</b>	<b>19,641,951</b>	<b>17,639,747</b>	<b>19,936,655</b>
<b>Change in Net Assets</b>	<b>998,125</b>	<b>(7,693)</b>	<b>4,708,822</b>	<b>61,600</b>
<b>Capital Purchases</b>	219,624	390,149	105,935	288,250
<b><sup>1</sup>Increase in (Use of) Reserves</b>	<b>919,181</b>	<b>(182,000)</b>	<b>2,920,387</b>	<b>-</b>
<sup>1</sup> Adjusted for Non-Cash Items				

- The 21/22 budget is a projection; subject to change.
- Requesting 21/22 EMKF Operating Grant of \$4.5 million.

© 2013 Ewing Marion Kauffman School

# 2021-2022 Annual Budget

## Key Assumptions

### Revenue:

- **Basic Formula Funding \$ Per WADA: \$8,265;** this rate is \$125 less than budgeted last year and is consistent with several local charters' assumptions.
- **Federal Sources:** the School will resume the NSLP meal program, Medicaid, Title I/II/IV programs as well as receive ESSER-II emergency relief funds.
  - **ESSER-II: \$1.8M;** the School plans to expend the allocation during the new school year.
  - In FY 20/21, EMKS received the following Federal emergency relief funds:
    - ESSER-I: \$199k
    - Transportation for Meal Delivery Grant: \$153k
    - CARES Act Relief Funds Grant: \$76k
    - DESE Connections Grant: \$35k
    - DESE Access Grant: \$8k
- **Other Revenue:** includes a conservative assumption of **\$400k in KCPS MOU** payments.
  - In FY 20/21, EMKS realized \$1.9M of other revenues due to the **SBA PPP program**. The loan (cash) was received in the 19/20 school year with the revenues realized in 20/21 upon conversion.
- **Alumni Scholarship Grant: \$250K;** the School will fundraise this year to cover alumni scholarships.

# 2021-2022 Annual Budget

## Key Assumptions

### Expenses:

- **Average Staff Count: 148;** ensures delivery of instructional mission. The modeling of staffing includes a revised approach to the impact of attrition which should reduce the historical variances between budget and forecasts.
- **Benefits as % of Salaries: 36%;** incorporates projected 5% rise in health premiums in 2022.
- **Covid Mitigation: \$200k;** includes assumptions for more frequent and robust cleaning and sanitation, masks available for staff and students, Covid-19 testing, and other measures as recommended by CDC and other public health guidelines.
- **Student Access: \$170k;** One-to-one Chromebooks for all students and wifi availability for quarantined students.
- **Capital Projects: \$288k;** includes \$88k in normal tech purchases and \$200k reserved for the build out of the PD building. The School will review and seek approval for any potential construction projects with the Board prior to initiating.
- **Commercial Insurance % Increase: 15%;** the School is working with the broker on renewals with premium estimates anticipated in June.

# 2021-2022 Annual Budget Metrics & Ratios

	2019/20 Actual	2020/21 Budget	2020/21 FC3	2021-22 Budget
<b>Average Enrollment</b>				
Middle School	781	788	766	686
High School	337	402	410	400
<b>Total Enrollment</b>	<b>1118</b>	<b>1189</b>	<b>1176</b>	<b>1086</b>
<b>Staffing</b>				
Teachers	87	93	85	88
Admin & Operations	41.25	47.25	45	46
SPED and Social Work	11	12	13	14
<b>Total Staffing</b>	<b>139.25</b>	<b>152.25</b>	<b>143</b>	<b>148</b>
<b>Student to Teacher Ratio</b>	<b>12.9</b>	<b>12.8</b>	<b>13.8</b>	<b>12.3</b>
<b>Cash Expense per Student (excl. lease)</b>	<b>\$ 14,710</b>	<b>\$ 16,414</b>	<b>\$ 14,680</b>	<b>\$ 18,144</b>
<b>Kauffman Operations Funding per Student</b>	<b>\$ 3,008</b>	<b>\$ 3,783</b>	<b>\$ 3,827</b>	<b>\$ 4,144</b>

- Student enrollment is anticipated to be lower in 21-22 with a project plan underway to move toward full recovery in enrollment by the 23-24 school year.
- Increased cash expense per student reflects:
  - a return to full programming.
  - increased technology spend to support student access and achievement.
  - rising instructional spend to support dual credit and other college access programming.
  - spend to facilitate Covid-mitigation.
- Anticipated new hires include a social worker, Chief Academic Officer and 3 teachers.



# 2021-2022 Annual Budget

## Dollars per Student, excluding EMKF lease support

	<u>2019/20 Actual</u>	<u>2020/21 Budget</u>	<u>2020/21 FC3<sup>1</sup></u>	<u>2021-22 Budget</u>
<b>Revenues</b>				
EMKF Operations Grant	3,008	3,783	3,827	4,144
EMKF Deferred Operations Grant	-	377	953	-
State & Local Public Funding	9,897	10,271	10,214	10,260
Federal Funding	1,803	1,397	2,196	3,064
Other Revenue / Alumni Scholarship Grant	824	433	476	677
<b>Total Revenues</b>	<b>15,532</b>	<b>16,261</b>	<b>17,666</b>	<b>18,144</b>
<b>Expenses</b>				
Wages & Benefits	9,096	9,534	8,843	10,192
Professional and Technical Services	853	1,653	1,393	1,954
Property Services & Insurance	1,730	1,927	1,616	2,302
Transportation & Travel	1,015	1,212	629	1,487
Food Services	891	789	1,255	789
Communications	232	151	175	154
Supplies	697	819	679	1,001
Capital Purchases	196	328	90	265
<b>Total Cash Expenses</b>	<b>14,710</b>	<b>16,414</b>	<b>14,680</b>	<b>18,144</b>
<b>Fund Balance Contribution</b>	<b>822</b>	<b>(153)</b>	<b>2,987</b>	<b>(0)</b>

- Total Revenues are projected to rise by ~\$1,900 per student in 21/22 as compared to the budget for 20/21 with the increase driven by ESSER-2 Federal Funding.
  - <sup>1</sup>The 20/21 FC3 State/Local Funding is being paid based on the 19/20 WADA.
- Total spend per student increase in 21/22 is driven by the return of full year programming and the moderate reduction in projected enrollment.

© 2013 Ewing Marion Kauffman School

# 2021-2022 Annual Budget

## Projected Reserve Fund

Per Audit/ASBR	2019-20	2020-21	2020-21	2021-22
	Actual	Budget	Forecast 3	Projection
Net Assets	\$ 6.2	\$ 7.6	\$ 10.2	\$ 10.3
Less PP&E	\$ 0.9	\$ 0.8	\$ 0.8	\$ 0.9
<b>Net Working Capital</b>	<b>\$ 5.3</b>	<b>\$ 6.8</b>	<b>\$ 9.4</b>	<b>\$ 9.4</b>
<b>Expenses</b>	<b>\$ 16.5</b>	<b>\$ 19.4</b>	<b>\$ 17.5</b>	<b>\$ 19.7</b>
<b>Fund Balance Percentage</b>	<b>32%</b>	<b>35%</b>	<b>54%</b>	<b>48%</b>

- The 21-22 budget assumes net income of \$62k with additional capital expenses of \$288k.
- The reserve is projected to be 48%.

# 2021-2022 Budget

## Vendor Spend over \$100k

Vendor	Budgeted Spend	Detail
Cushman & Wakefield Property Services	\$ 2,365,500	Vendor serves as agent in managing property.
Apple Bus Company	\$ 1,435,000	Provides daily student transportation (bus).
Ztrip Cap Company	\$ 110,500	Provides daily student transportation (cab).
American Food & Vending	\$ 857,200	Provides daily meal services.
EdOps	\$ 150,000	Provides data and finance support services.
Teach For America	\$ 100,000	Provides recruiting support services.
University of MO - Kansas City	\$ 205,000	Administers dual credit program.

- The Board is approving the vendor agreements and spend as referenced in the table above as part of the budget approval.
- The School does make routine supply purchases with a variety of vendors that can total \$100k per order or in aggregate during the year.
  - The primary driver for this type of spend is technology related.
  - Vendors include but are not limited to: Amazon, Riverside Technology, Dell, Yellow Dog, and MNJ Technologies.
  - The School follows Board policies on purchasing and approval limits.
  - All non-routine spending is brought to the Board for approval.

# 2021-2022 Annual Budget

## Variable Factors

### Revenue:

- **Enrollment / Public Funding:** the School has a disciplined enrollment strategy and follows internal and external data to model outcomes but these efforts are no guarantee of actual Fall counts.
- **Fiscal Cliff:** KCPS has expressed a willingness to engage in another MOU funding supplement.
- **Funding Equity:** The outcome of legislation is unknown at this time.

### Expenses:

- **COVID Mitigation:** estimates for cleaning services, masks, and other mitigation efforts may increase/decrease depending on future CDC guidelines and actual experience in the Fall.
- **Staffing:** the School's staffing model is built on assumptions of instructional and administrative needs but is subject to available candidates. Delayed recruitment or increased attrition can reduce spend for this category.
- **Teacher Salaries:** current teacher retention is going well, but the School must compete for a limited pool of talent which may drive increases in salary spend to ensure adequate classroom coverage.
- **PD Building Project:** the planning and viability is only preliminary at this stage. The eventual proposal will be reviewed with the Board for approval and to confirm best approach to funding.
- **Transportation:** initial planning reflects ability to continue bus sharing with other charter schools but costs will rise by if sharing is deemed unfeasible.

**Conclusion:** Both revenues and expenses have potential to change favorably/unfavorably in the next fiscal year. The School's reserves can potentially offset some unfavorable operating changes (subject to Board approval).

© 2013 Ewing Marion Kauffman School



# Ewing Marion *Kauffman School*

CREATING COLLEGE GRADUATES

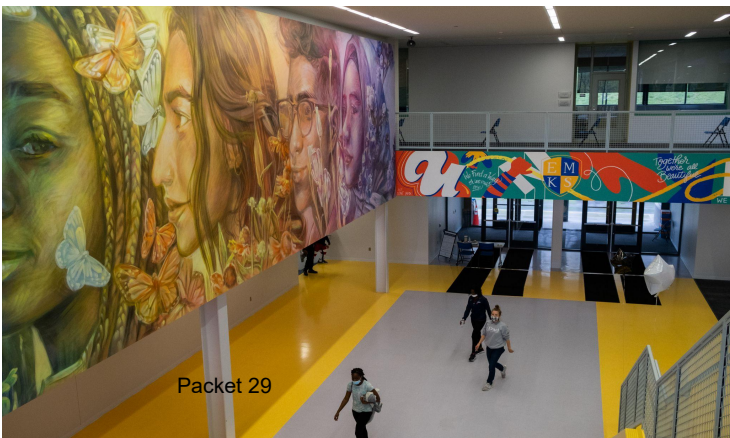
## Check out our Mural Project!

EMKS partnered with Spray KC, a local nonprofit that showcases and creates art in Kansas City. Our students worked with the artists to ensure their voices were reflected on our walls!



**Above:** Jessica Jones made tangible our students' thoughts with this beautiful mural next to our yellow stairs!

**Below:** Emily Ding and Lance Flores painted our entryway in the south building. These murals are stunning and make such a statement when our students enter each day!



Packet 29



**Above:** Isaac & Rodrigo of ITRA painted this large mural in the cafeteria. ITRA collaborated with students and chose to showcase five activists in the mural: Cesar Chavez, Claudette Colvin, Amanda Gorman, Emma Gonzalez, and Ruth Bader Ginsburg.



**Above:** Artist JT Daniels uses his art to support and uplift the community through murals. One of JT's favorite phrases to include in his work is 'Sup', which stands for "Surviving Under Pressure". This massive mural is in our cafeteria.



# Joining the Promise<sup>54</sup> DEI Accelerator

- Start date of DEI Accelerator - January
- Purpose: set our 21-22 DEI goals and leverage outside resources for development in DEI
- In this program, 3 leaders from each participating organization engages in monthly DEI development
- What this will look like:
  - Gathering staff input through survey tools
  - Monthly meetings with a DEI Coach to plan based on DEI survey and coach resources
  - Monthly development sessions w/partners across country
- Retreat style workshops and conferences

A multi-month experience, the DEI Accelerator brings together 40+ education organizations to engage in DEI action planning and capacity building in service of sustainable change and impact at their organizations.

By the end of the program, participants will:

Be able to describe their current DEI strengths, weaknesses, and *Unrealized Impact* DEI org profile

Have participated in 25 hours of high-quality professional development and coaching

Have created and implemented a one-year plan for accelerating progress on a prioritized set of highest need areas

Demonstrate material progress (according to pre-defined, organization-specific metrics) on at least one high-need area related to DEI in their org



## **Extended Leave Policy**

Appreciating the extraordinary dedication and sacrifice that School personnel in senior leadership roles devote to the School and those it serves, the Board believes it is in the best interests of the School to reward that dedication and sacrifice while also encouraging retention of those who devote the same. To further these goals, the Board of Directors of the School institutes an extended leave policy as follows:

Otherwise eligible senior leaders of the School may take paid extended leave of up to ninety (90) calendar days after that individual's tenth (10<sup>th</sup>) consecutive full year of employment in a senior leadership role with the School based on the anniversary date of their first day of work. Such extended leave should occur within the subsequent twelve months of their anniversary and may not be carried forward absent exigent circumstances and written permission from the President/CEO (or if the President/CEO then from the Board Chair).

Personnel eligible for extended leave shall make their request to the President/CEO (or if the President/CEO to the Board Chair) at least six (6) months prior to the anticipated beginning of the extended leave and shall otherwise cooperate with arrangements to cover their responsibilities during their absence. Requests may be granted or not on a non-discriminatory basis depending on the work demands projected for the time of the proposed extended leave, with presumptions in favor of granting requests on a first come first serve basis. In the event an extended leave request cannot be granted, for instance if more than one person from a team will be on extended leave at the same time or required work suggests an extended leave is not reasonable, the School will exercise reasonable efforts to accommodate mutually acceptable alternative requests.

For the year in which the extended leave is taken, paid time off available for that year shall be reduced by half, except to the extent used consistent with the Family and Medical Leave Act and corresponding School policies.

Because personnel continue to receive benefits and retain their employment status while on extended leave and are expected to be able to return to their position or a reasonable equivalent after their extended leave ends, they may not work or volunteer for a competitor during the period of the leave, without the President/CEO's (or if the President/CEO then the Board Chair's) prior written consent. If the School determines that staff reductions are necessary, persons on extended leave will not receive special protections because they are on extended leave but will be considered to the same extent as if they had not taken extended leave.

As a condition of taking the extended leave, the senior leader must agree that s/he/they will not voluntarily resign their employment with the School for at least twelve (12) months following completion of the extended leave period.

Persons are not eligible for extended leave if they are or have been on a performance improvement plan or subject to discipline during the six (6) months prior to making the request or when the extended leave is scheduled to begin.



**MINUTES OF REGULAR MEETING OF THE  
BOARD OF DIRECTORS OF  
EWING MARION KAUFFMAN SCHOOL, INC.**

**April 14, 2021**

A regular meeting of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at its headquarters in Kansas City, Missouri on April 14, 2021, pursuant to public notice provided at least 24 hours in advance. Due to shelter in place and emergency declarations for Kansas City, Jackson County, and the State of Missouri because of the coronavirus pandemic, the meeting was held using audio-video technology with a link provided in the notice and with opportunities for all to hear and be heard and see and be seen.

Participating via Zoom technology such that all could hear and be heard and had the option of seeing and being seen were Aaron North, Chair; Mayra Aguirre; Gloria Jackson-Leathers; Tracy McFerrin; and Maurice Watson.

Also participating from the School such that all could hear and be heard and have the option of seeing and being seen were Hannah Lofthus, President and Chief Executive Officer; Kristin Bechard, Treasurer; and John Tyler, Secretary and General Counsel. Also present as Kim Jones, legal counsel from Seyferth Blumenthal and Harris.

Mr. North chaired the meeting and Mr. Tyler served as secretary. Mr. North called the meeting to order at 8:32 am, welcomed those in attendance, and previewed the agenda. Mr. North congratulated the School for the decision by its sponsor, the Missouri Charter School Commission, to renew its charter for the next ten years. He also thanked those involved with the process.

No one was present from the community.

After discussion and motion duly made (McFerrin) and seconded (Watson), the board unanimously approved minutes from the meetings of March 10, 2021.

**School Leadership Report**

Ms. Lofthus provided an update on the status of the search for the chief academic officer, including next steps. Discussion followed.

Ms. Lofthus provided an update on the status of the effort to pilot in-person learning over the past week and a half, emphasizing re-learning the School culture for in-person learning, including for the 5<sup>th</sup> graders who are learning that in-person culture for the first time. She identified several things going well and things that are challenges and approaches to them. Discussion followed, including about opportunities for a researcher to study the School's efforts and School leadership works to learn from others nationally and locally as they also go through this process and experiment with piloting various models.

**Community Forum**

No members from the community were present.

Ms. Lofthus left the meeting.

**Closed Session**

Pursuant to the published agenda, a motion was made (McFerrin) and seconded (Jackson-Leathers) to go into executive session as allowed by RSMO § 620.021(1) and (3) regarding legal and personnel matters to discuss matters thereunder. Pursuant to a roll call vote, the following directors voted to approve the motion (Aguirre, Jackson-Leathers, McFerrin, North, and Watson) with no directors opposing or abstaining. The board entered closed session at 9:03 am.

Mr. North expressed gratitude to Ms. McFerrin and Mr. Watson for their service on the task force and the quality and substance of their engagement.

Messrs. North and Watson provided introductory remarks. Ms. Jones provided her report and recommendations to the Board. Discussion occurred throughout, including about next steps.

A motion was made (Watson) and seconded (McFerrin) to leave the executive session and re-open the meeting. Pursuant to a roll call vote, the following directors voted to approve the motion (Aguirre, Jackson Leathers, McFerrin, North, and Watson) with no directors opposing or abstaining. The Board left the closed session at 11:15 am.

There being no further business, the meeting adjourned at 11:16 am.

---

John Tyler, Secretary

**MINUTES OF SPECIAL MEETING OF THE  
BOARD OF DIRECTORS OF  
EWING MARION KAUFFMAN SCHOOL, INC.**

**April 29, 2021**

A special meeting of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at its headquarters in Kansas City, Missouri on April 29, 2021, pursuant to public notice provided at least 24 hours in advance. Due to shelter in place and emergency declarations for Kansas City, Jackson County, and the State of Missouri because of the coronavirus pandemic, the meeting was held using audio-video technology with a link provided in the notice and with opportunities for all to hear and be heard and see and be seen.

Participating via Zoom technology such that all could hear and be heard and had the option of seeing and being seen were Aaron North, Chair; Mayra Aguirre; Gloria Jackson-Leathers; Tracy McFerrin; and Maurice Watson.

Also participating from the School such that all could hear and be heard and have the option of seeing and being seen were Kristin Bechard, Treasurer, who joined as indicated below; and John Tyler, Secretary and General Counsel.

Mr. North chaired the meeting and Mr. Tyler served as secretary. Mr. North called the meeting to order at 8:33 am, welcomed those in attendance, and previewed the agenda.

No one was present from the community so there was no community forum.

**Closed Session**

Pursuant to the published agenda, a motion was made (Aguirre) and seconded (Watson) to go into executive session as allowed by RSMO § 620.021(1) and (3) regarding legal and personnel matters to discuss matters thereunder. Pursuant to a roll call vote, the following directors voted to approve the motion (Aguirre, Jackson-Leathers, McFerrin, North, and Watson) with no directors opposing or abstaining. The board entered closed session at 9:35 am.

The board discussed recommendations from outside counsel. Ms. Bechard joined the meeting at 9:45 am during the prior discussion.

Discussion continued about feedback received from board members since the most recent meeting, possible approaches for next steps and whether/how to take them, additional considerations, and how those steps could affect other activities and governance points of the board. Following those discussions and by consensus, the board decided on next steps, including conversations with Ms. Lofthus and others. Ms. Aguirre left the meeting at 11:05 am.

A motion was made (McFerrin) and seconded (Jackson-Leathers) to leave the executive session and re-open the meeting. Pursuant to a roll call vote, the following directors voted to approve the motion (Jackson Leathers, McFerrin, North, and Watson) with no directors opposing or abstaining. The Board left the closed session at 11:12 am.

There being no further business, the meeting adjourned at 11:13 am.

---

John Tyler, Secretary