



EWING MARION

# KAUFFMAN SCHOOL

**EWING MARION KAUFFMAN SCHOOL, INC.  
BOARD OF DIRECTORS MEETING PACKET  
April 13, 2022**

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<b>MEETING INFORMATION</b>
<p>Ewing Marion Kauffman School Wednesday, April 16th, 2022 Board of Directors Meeting (8:30am CT)</p> <p>Meeting will be held at the Kauffman School 6401 Paseo Blvd Kansas City, MO 64131</p>

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

**MEETING INFORMATION**

Ewing Marion Kauffman School  
Wednesday, April 13th, 2022  
Board of Directors Meeting (8:30am CT)

Meeting will be held at the Kauffman School  
6401 Paseo Blvd  
Kansas City, MO 64131

**AGENDA**

- **CALL TO ORDER**
  - Welcome guests
  - Review and discuss meeting agenda
  - Action: Meeting minutes (3.9.2022)
  - Board Chair Comments
- **LEADERSHIP REPORT**
- **FINANCE**
  - Action: Approval of the Treasurer's Report
  - Action: Approval of Capital Improvements Request
- **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.
- **CLOSED SESSION / EXECUTIVE SESSION**
  - Close meeting pursuant to R.S.Mo 610.021(6) - discussion of a student matter, R.S.Mo 610.021(1) - discussion of legal matters and R.S.Mo 610.021(3) - discussion of a personnel matter
- **ADJOURN**

**FUTURE MEETINGS**

- Committee Meetings: Monday, May 9th (5:00 pm CST)
- Board Meeting: Wednesday, May 11th (8:30 am CST)

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

**March 10, 2022**

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 March 10, 2022, pursuant to public notice provided at least 24 hours in advance. 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 Tracy McFerrin, Chair, Kristin Bechard, Juan Rangel, and Corey Scholes. Maurice Watson joined the meeting in progress as indicated below.

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; and John Tyler, Secretary and General Counsel.

No one from the community was present.

Ms. McFerrin chaired the meeting and Mr. Tyler served as secretary. Ms. McFerrin called the meeting to order at 8:34 am, welcomed those in attendance, previewed the agenda, and expressed her appreciation for all

After discussion and motion duly made (Scholes) and seconded (Bechard), the board unanimously approved minutes from the meetings of February 16, 2022.

**Board Chair Comments**

Ms. McFerrin reported on her, Ms. Scholes', and Mr. Rangel's attendance of a program hosted by SchoolSmart KC about governing public schools, including that schools are wrestling with similar issues around equity and student achievement. Also, the School will be participating in Kansas City's first "school board member draft" hosted by Blaque KC. Ms. Scholes described the process for the draft. Discussion occurred throughout.

**Leadership Report**

Ms. Lofthus reported on the School's celebration of Black History Month and student activities throughout. She described a program with TalkSpace and then reported on alumnus Khalil Shelton's published article on the DeBruce Foundation website about the summer bridge program.

Ms. Lofthus updated those present about strategic planning progress, including reports from interviews and surveys conducted by Attuned. The report from fall/winter 2021 is a summary of the School at this moment in time after remote learning during a pandemic and after incorporating DEI changes; it is not historic. She discussed comparative studies about declines in student achievement generally. She summarized results, including positive findings and current challenges. Discussion followed, including that the School's higher pre-pandemic performance and nearly universal test taking rates position for larger relative decreases.

Mr. Watson joined the meeting.

Ms. Lofthus continued by describing the effects of key 2020-2021 adjustments, including the positive and negative effects of increased professional development for DEIA and CRT, adjustments to the merit/demerit system, and sustainability by reducing professional development hours and time in school. Discussion occurred throughout, including more student behavior problems, perceptions about safety relative to academic demands and increased withdrawals, heightened degrees of emotional responses among parents and how that has effected

Ms. Lofthus shared lessons from the past year and how those lessons are informing preparation for the coming year. Discussion followed, including board appreciation for the thoughtfulness of this analysis, the need for patience and persistence as improvements take time (and more time than the decreases), support for prioritizing focus to facilitate return to pre-pandemic performance even while recognizing that bandwidth limits the ability to focus on every possible area, why and how academic performance and preparation are and should be the first priority for the School, teacher retention and attraction challenges generally across the area and society, changes to make going forward based on lessons learned and results, potential consequences of some of those changes involving a return to prior practices that had been subject to critique, and Board support for being thought partners with Ms. Lofthus going forward.

### **Governance Report**

Ms. Lofthus reported a new lactation accommodation law in effect in Missouri, DESE's development of a model policy that would comply with the new law, and management's recommendation that Board approve that policy.

After discussion and upon motion made (Scholes) and seconded (Bechard), the board unanimously approved the lactation accommodation policy attached as **Exhibit A**.

### **Finance Report**

Ms. Lofthus reported that Apple Bus is being acquired and that the schools with which the Kauffman School has collaborated for bus services plan to undertake a request for proposal process.

After discussion and upon motion made (Watson) and seconded (Rangel), the board unanimously approved delegating authority to management to engage with the collaborating schools in conducting a request for proposal for transportation services, negotiate the terms of that RFP, negotiate with finalist, and enter an agreement upon satisfactory conclusion of those negotiations, subject to board approval of the final amount of the contract that will be the School's responsibility.

### **Closed Session**

Pursuant to the published agenda, a motion was made (Watson) and seconded (Bechard) to go into executive session as allowed by RSMO 620.021(1), (3), and (6) regarding legal, personnel, and students to discuss matters thereunder. Pursuant to a roll call vote, the following directors voted to approve the motion (Bechard, McFerrin, Rangel, Scholes, and Watson) with no directors opposing or abstaining. The meeting entered closed session at 9:40 am.

A motion was made (Bechard) and seconded (Rangel) to leave the executive session and re-open the meeting. Pursuant to a roll call vote, the following directors voted to approve the motion (Bechard, McFerrin, Rangel, and Watson) with no directors opposing or abstaining. The meeting adjourned from closed session 10:20 am.

Ms. McFerrin expressed her appreciation to and for all involved with the meeting.

**Community Forum**

With no one from the community present, there was no community forum.

There being no further business, the meeting adjourned at 10:21 am.

John Tyler, Secretary

**Exhibit A**  
**Lactation Accommodation Policy**

The Kauffman School acknowledges the lactations accommodation law in Section 160.995, RSMo, and therefore provides breastfeeding employees, teachers, and students the following lactation accommodations:

Reasonable Time to Express Milk at Work

Employees, teachers, and students shall be provided a minimum of three opportunities during a school day, at intervals agreed upon by the district and the individual (usual planning, break and meal periods should be utilized for expressing milk when possible), to accommodate an employee's, teacher's, or student's need to express breast milk, breastfeed a child, or address other needs relating to breastfeeding. Employees, teachers, and students shall be provided reasonable time to express milk while at work for at least one year following the child's birth.

A Private Area for Milk Expression

Employees, teachers, and students will be provided with a private place, other than a bathroom, in each public school building, that is shielded from view and free from intrusion from co-workers or other students and the public. The room shall be a designated space for lactation and for the exclusive use of women to express breast milk or breastfeed a child.

The room will:

- Be in close proximity to the employee's work station or the teacher or student's classrooms when possible,
- Have a door equipped with a functional lock or, if this is not possible, the room will have a sign advising that the room or location is in use and not accessible to other employees, students, or the public,
- Be well lit and ventilated,
- Ensure privacy by covering any windows with a curtain, blind, or other covering,
- Contain, at minimum, a chair and a small table, counter, or other flat surface, and
- Include an electrical outlet and be in close proximity to a sink with running water and a refrigerator for breast milk storage

No employee, teacher, or student shall be discriminated against for breastfeeding or expressing milk during the school day, and reasonable efforts will be made to assist users of this policy in meeting their infant feeding goals while at work or school.

Any act found to be intentional that invades a nursing mother's privacy shall be treated as a disciplinary offense and reported to the building administrator.

District Responsibilities

The Kauffman School will:

- Maintain the cleanliness of the room or location set aside for the use of those expressing breast milk.
- Notify employees and students returning to school following the birth of a child of their rights under Section 160.995, RSMo. This notice may either be provided individually to affected employees and students or to all employees and students generally through posting in a central location.

Employee/Teacher/Student Responsibilities

Breastfeeding employees, teachers, and students utilizing lactation support services will:

- Give school administrators advance notice of the need for lactation accommodations, preferably prior to their return to school following the birth of the child. This will allow school administrators the opportunity to establish a location and work out scheduling issues.
- Maintain the designated area by wiping down surfaces with antibacterial wipes so the area is clean for the next user.
- Ensure the safekeeping of expressed breast milk stored in any refrigerator on the premises. Breast milk can be stored in a general school building refrigerator, in a refrigerator provided in the lactation room, or in the employee's personal cooler.

## Treasurer's Report

### 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.



**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Year-To-Date Balance Sheet Highlights**

- The cash balance of \$12.3M reflects the receipt of the second installment of the operating grant and student scholarship grant from EMKF in February 2022. The board development grant was also received in August 2021.
- The accounts receivable balance of \$1.3M includes ESSER2, Title, Special Education and SSO food service federal receivables. Of this total, \$0.8M was requested through the reimbursement process. The funds will be received by the School in April and May.
- 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 Apple Bus (\$85k) and American Food & Vending (\$35k). All invoices were paid on time.

**Year-To-Date Income Statement Highlights**

- Total revenues and expenses through February 28 are \$13.9M and \$11.5M, respectively.
- The change in net assets through February 28 is currently \$1.7M favorable to the budget.
  - Total revenues are tracking with budget.
    - State/Local revenues are tracking unfavorable to budget and driven by lower enrollment than budget in the 5<sup>th</sup> and 6<sup>th</sup> grades.
    - Increased Federal SSO meal reimbursements and the receipt of KCPS MOU funds that are favorable to budget are offsetting the reduced State/Local public funds.
  - Total expenses are tracking \$1.7M favorable to budget.
    - The variance is driven by reduced: salary/benefit spend driven by a lower staff count, transportation spend arising from increased route-sharing, cleaning and maintenance costs and modest impacts from timing of professional/technical services.
- The School had 137 employees as of February 28 and is budgeted to hire up to 148 FTEs. Several new hires have joined the organization, however, the FTE count has remained flat due to attrition.
- Average annual enrollment is budgeted to be 1,086 students and was 1,052 students through February 28.

**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Forecast #2 Highlights**

- Total revenues and expenses are forecasted to end the year at \$19.9M and \$18.4M, respectively.
- The forecast projects a favorable change in net assets of \$1.5M for the year and is driven by the following:
  - A lower average FTE count for the year driven by above average attrition will reduce salary/benefit spend by \$0.7M.
  - Professional/Technical spend will track \$0.3M lower than budget a result of reduced spend on the dual credit program, board development, and the Summer study abroad program.
  - Facility costs will track favorably to budget by \$0.2M due to lower spend lower need than anticipated for maintenance and cleaning services.
  - Transportation spend will track \$0.3M favorably to budget due to the continued cost savings arising from shared bus routes.
  - Capital improvements spend, if approved, will include up to \$0.7M in spending on supplies and facility updates.
- Capital improvements of \$0.7M are included in this forecast with items >\$0.1M requiring board approval. The board previously approved items at the December meeting, however, revised estimates are included below:
  - Requested improvements include:
    - \$300k - carpet tile restock.
    - \$180k - concrete and drain improvements for the basketball court area.
    - \$75k - security system server, camera and software upgrades.
    - \$50k - conversion of locker areas into office/flex spaces.
- DESE standards require the fund balance (net asset balance excluding PP&E) to remain above 3% of year-end actual expenses; otherwise the school is considered "financially distressed".
  - The ratio is currently forecasted to be approximately 68% at year end.
  - The School has worked diligently over the past 6 months to assess the capital needs as well as ongoing operating needs for the short and mid-term.
  - The current strategic planning work will likely result in priorities that are appropriate and necessary uses for a portion of the reserve.
  - The School will continue with periodic report outs to the finance committee and full board.

**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Reporting and Compliance Highlights**

- The 990 tax return for 2020 is in process with Westbrook; the extended return deadline is 5/15/22.
- The School continues to monitor federal guidelines on the ESSER2 program and is engaging with other school leaders and vendors to identify best uses for this revenue source.
  - To date, EMKS has allocated \$1.1M of the \$1.8M available (~64%).
  - Spending allocations to date are largely attributed to:
    - instructional staff (7 FTEs)
    - admin staff (6 FTEs)
    - new student Chromebooks, Chromebook repairs, and wifi access units for use at home by students.
- Note: EdOps is the current preparer of the monthly financials.

**EWING MARION KAUFFMAN SCHOOL, INC.**  
**STATEMENT OF ASSETS, LIABILITIES AND NET ASSETS**  
**FEBRUARY 28, 2022**

	February 2022	June 2021
<b>ASSETS</b>		
Cash and cash equivalents	\$ 12,291,245	\$ 11,227,802
Accounts receivable, net	1,316,779	308,722
Prepaid expenses	290,613	259,928
Property and equipment, net	530,749	532,472
Total assets	\$ 14,429,386	\$ 12,328,923
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities:		
Accounts payable	\$ 252,253	\$ 239,772
Loan Payable	-	-
Basic formula advance	-	-
Accrued salaries and expenses	(3,414)	261,598
Total liabilities	\$ 248,839	\$ 501,370
Net Assets:		
Without donor restrictions	\$ 14,080,547	\$ 11,827,554
With donor restrictions	100,000	-
Total net assets	\$ 14,180,547	\$ 11,827,554
Total liabilities and net assets	\$ 14,429,386	\$ 12,328,923

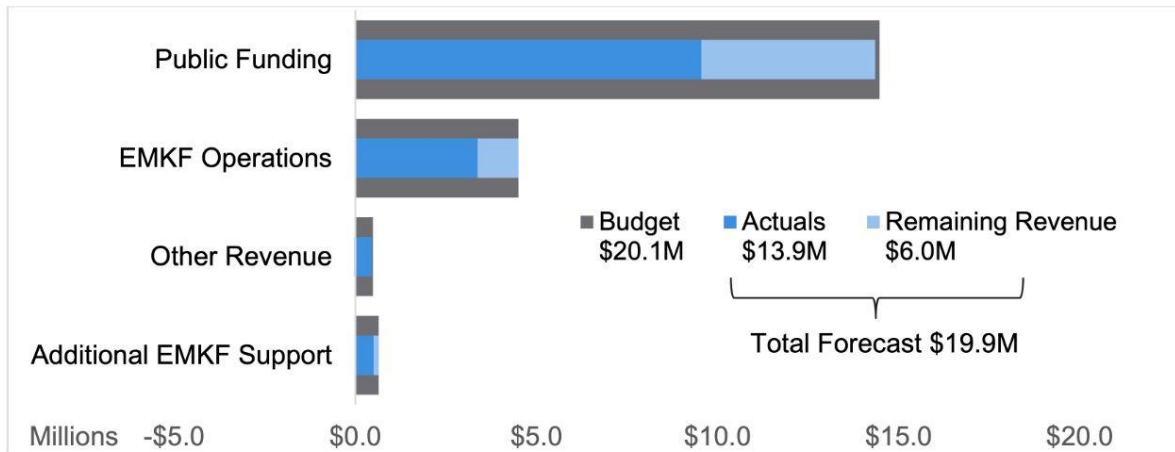
No assurance is provided on these financial statements.  
Substantially all disclosures omitted.

**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Revenue Highlights**

**YTD revenues through February 28 are tracked on budget with Federal sources offsetting reductions in State/Local sources.**

Forecasted revenues are moderately unfavorable and driven by reductions in State/Local public funds a result of Covid impacts on enrollment and attendance.



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

Federal Funding through February 28 is \$2.4M, \$0.2M favorable to budget and driven by the Seamless Summer Option (SSO) meal program being utilized in place of the National School Lunch Program (NSLP) this year. Timing on other Federal sources is also a contributing factor for the variance.

- The forecast variance is favorable by \$0.3M and driven by the SSO program.

State & Local Funding through February 28 is \$7.1M, \$0.3M unfavorable to budget with the variance largely due to timing.

- DESE is announcing a funding rule in late Spring which will partially mitigate the financial impacts from Covid.
- The forecast variance is unfavorable to budget by \$0.4M and driven by the direct impacts from Covid on enrollment and attendance.

**EMKF Operations:**

This category represents cash support from EMKF to fund the School's operations. The second installment of the operating grant and student scholarship grant was received in February 2022.

**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Revenue Highlights – (continued)**

**Other Revenue:**

Other Revenue through February 28 is \$0.4M, \$0.1M favorable to budget and driven by increased KCPS MOU funding versus budget.

- The forecast variance is unfavorable by \$0.1M and driven by the reduction in student meal payments due to the Federal SSO program in which students do not pay for meals.

**Other EMKF Support:**

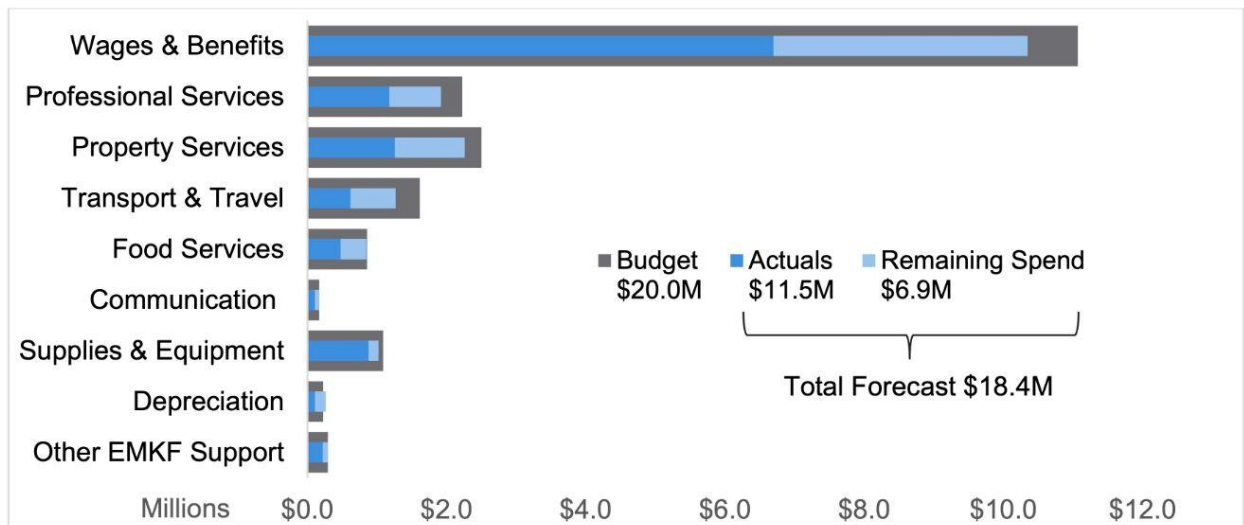
This category includes cash and non-cash support from EMKF for items such as the quarterly rent payments on the School's building and restricted grants to fund one-time programs. These revenues have corresponding expenses and thus have no impact to the School's change in net assets.

## Ewing Marion Kauffman School

For the eight months ended February 28, 2022

### Expense Highlights

**YTD expenses through February 28 are \$1.7M favorable to budget and driven by lower wages & benefits, facility and transportation expenses.** Forecasted expenses are projected to track \$1.7M favorable to budget due to the same factors as previously noted.



#### **Wages & Benefits:**

Wages & Benefits expense through February 28 is \$6.7M, \$0.6M favorable to budget. The School was approved to hire up to 148 FTES and had 137 FTEs as of February 28.

- The forecast variance is favorable by \$0.7M and driven by a lower average FTE count a result of above average attrition in instructional and non-instructional positions.

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

Professional and Technical Services expense through February 28 is \$1.2M, \$46k favorable to budget with the variance driven by timing.

- The forecast variance is \$0.3 favorable to budget and driven by lower spend than budget on the Summer study abroad program, the dual credit program and board development.

**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Expense Highlights – (continued)**

**Property Services:**

Property Services through February 28 are \$1.3M, \$0.4M favorable to budget and driven by lower spend on cleaning, maintenance, copier usage and supply costs as well as modest impacts from timing. Notably, the School did not require additional spraying/disinfecting services during the year and has had reduced exterior repairs than in prior years.

- The forecast variance is favorable by \$0.2M and driven by the same factors as noted above.

**Transportation and Travel:**

Transportation and Travel expenses through February 28 are \$0.6M, \$0.5M favorable to budget and driven by an increased number of shared routes which lowers the average cost per route and a lower count of total routes run daily. Additionally, timing is also a factor as Spring end of year travel planning is occurring later than anticipated.

- The forecast variance is favorable by \$0.3M and factors in the route savings noted above.

**Food Services:**

Food service expenses are \$0.5M, and tracking \$0.1M favorable to budget a result of improved efficiency in daily production totals for breakfast and lunch.

- The forecast largely tracks with budget.

**Communications:**

Communications expenses are \$0.1M and tracking with budget.

- The forecast largely tracks with budget.

**Supplies & Equipment:**

Supplies expenses are \$0.9M and largely tracking with budget.

- The forecast largely tracks with budget.

**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.



**EWING MARION KAUFFMAN SCHOOL, INC**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS**  
**FOR THE EIGHT MONTH PERIOD ENDED FEBRUARY 28, 2022**

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL	YTD BUDGET	VARIANCE FAV (UNFAV)	ANNUAL BUDGET	ANNUAL FORECAST #2	BUDGET TO FC VARIANCE	PRIOR YEAR ACTUAL
<b>Revenues and Support:</b>									
State and local public funding	\$ 7,124,072	\$ -	\$ 7,124,072	\$ 7,428,009	\$ (303,937)	\$ 11,142,013	\$ 10,732,225	\$ (389,788)	\$ 7,268,442
Federal funding	2,428,337	-	2,428,337	2,263,061	165,275	3,328,031	3,592,857	264,826	2,029,548
EMKF support:									
Operations grant	3,375,000	-	3,375,000	3,375,000	-	4,500,000	4,500,000	-	4,271,506
Student scholarship grant	187,500	-	187,500	187,500	-	250,000	250,000	-	-
Board development grant	-	100,000	100,000	100,000	-	100,000	100,000	-	-
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	-	220,047
Professional development grant	-	-	-	-	-	-	-	-	-
Total EMKF support	\$ 3,782,547	\$ 100,000	\$ 3,882,547	\$ 3,882,547	\$ -	\$ 5,143,396	\$ 5,143,396	\$ -	\$ 4,491,553
Other revenue	447,840	-	447,840	315,130	132,710	484,815	415,000	(69,815)	2,391,090
Net assets released from restrictions	-	-	-	-	-	-	-	-	-
Total revenues and support	\$ 13,782,795	\$ 100,000	\$ 13,882,795	\$ 13,888,747	\$ (5,952)	\$ 20,098,255	\$ 19,903,478	\$ (194,777)	\$ 16,180,633
<b>Expenses:</b>									
Salaries and benefits	\$ 6,695,063	\$ -	\$ 6,695,063	\$ 7,268,145	\$ 573,083	\$ 11,068,241	\$ 10,346,188	\$ 722,053	\$ 6,669,581
Professional and technical services	1,175,921	-	1,175,921	1,222,235	46,313	2,222,245	1,916,531	305,714	1,030,089
Property services	1,255,732	-	1,255,732	1,666,973	411,241	2,500,460	2,258,560	241,900	1,118,153
Transportation and travel	617,761	-	617,761	1,097,893	480,132	1,614,548	1,265,700	348,848	431,323
Food services	474,632	-	474,632	591,457	116,825	857,184	846,905	10,279	1,063,502
Communications	106,866	-	106,866	111,200	4,334	166,800	164,605	2,195	92,881
Supplies	876,995	-	876,995	869,705	(7,290)	1,087,131	1,020,941	66,190	386,980
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	-	220,047
Depreciation	106,784	-	106,784	151,100	44,315	226,649	262,999	(36,350)	107,297
Total expenses	\$ 11,529,801	\$ -	\$ 11,529,801	\$ 13,198,754	\$ 1,668,953	\$ 20,036,655	\$ 18,375,825	\$ 1,660,830	\$ 11,119,853
<b>Change in Net Assets</b>	\$ 2,252,994	\$ 100,000	\$ 2,352,994	\$ 689,992	\$ 1,663,001	\$ 61,600	\$ 1,527,653	\$ 1,466,053	\$ 5,060,779
<b>Net Assets, beginning</b>	\$ 11,827,554	\$ -	\$ 11,827,554						
<b>Net Assets, ending</b>	\$ 14,080,547	\$ 100,000	\$ 14,180,547						

No assurance is provided on these financial statements.  
Substantially all disclosures omitted.

**EWING MARION KAUFFMAN SCHOOL, INC**  
**STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS (Cash Basis)**  
**FY2022 FORECAST #2**

<b>FORECASTS</b>	<b>Budget</b>	<b>Forecast #1</b>	<b>Forecast #2</b>	<b>Budget Var F/(UNF)</b>	<b>% Var</b>
<b>Revenues, Gains, and Other Support</b>					
State & Local Public Funding	11,142,013	10,472,365	10,752,225	(389,788) <sup>(1)</sup>	-3%
Federal Funding	3,328,031	3,477,823	3,592,857	264,826	8%
EMKF Operations Grant	4,500,000	4,500,000	4,500,000	-	0%
Other Revenue	484,815	415,000	415,000	(69,815)	-14%
Other EMKF Support	643,396	643,396	643,396	-	0%
<b>Total Revenues</b>	<b>20,098,255</b>	<b>19,508,583</b>	<b>19,903,478</b>	<b>(194,777)</b>	<b>-1%</b>
<b>Operating Expenses</b>					
Wages & Benefits	11,068,241	10,427,914	10,346,188	722,053 <sup>(2)</sup>	7%
Professional and Technical Services	2,222,245	2,347,740	1,916,531	305,714 <sup>(3)</sup>	16%
Property Services	2,500,460	2,300,465	2,258,560	241,900 <sup>(4)</sup>	11%
Transportation & Travel	1,614,548	1,486,333	1,265,700	348,848 <sup>(5)</sup>	28%
Food Services	857,184	846,905	846,905	10,279	1%
Communications	166,800	166,795	164,605	2,195	1%
Supplies	1,087,131	1,105,626	1,020,941	66,190	6%
Building Lease	293,396	293,396	293,396	-	0%
<b>Total Operating Expenses</b>	<b>19,810,005</b>	<b>18,975,173</b>	<b>18,112,825</b>	<b>1,697,180</b>	<b>9%</b>
<b>Change in Net Assets (Cash Basis)</b>	<b>\$288,250</b>	<b>\$533,410</b>	<b>\$1,790,653</b>	<b>\$1,502,403</b>	
<b>Capital Purchases</b>	<b>288,250</b>	<b>676,245</b>	<b>660,000</b>	<b>(371,750) <sup>(6)</sup></b>	
<b>Net Cash Impact</b>	<b>0</b>	<b>(142,835)</b>	<b>1,130,653</b>	<b>1,130,653</b>	
<b>Average Enrollment</b>	1,086	1,069	1,063	(23)	-2%
<b>Total Staffing</b>	148.00	139.00	137.00	(11)	-7%
<b>Cash Expense / Student (excl. bonds)</b>	\$ 18,237	\$ 18,109	\$ 17,384	\$ 853	-5%
<b>Reserve Fund Balance</b>	47%	58%	68%	21%	
<sup>(1)</sup> State & Local Public Funding's unfavorable variance is driven by the direct impacts of the Covid pandemic. The School has under-enrollment in the 5th and 6th grades as well as reduced daily attendance a result of ongoing quarantining students.					
<sup>(2)</sup> Wages & Benefits' favorable variance is driven by the average FTE count of 137 in the forecast vs 148 in the budget; the School has experienced above average attrition with both instructional and non-instructional roles.					
<sup>(3)</sup> Professional & Technical Services' favorable variance is primarily driven by holding on Summer study abroad and Board Development spending.					
<sup>(4)</sup> Property Services' favorable variance is driven by reduced spend on cleaning and maintenance.					
<sup>(5)</sup> Transportation & Travel expense is favorable with the variance driven by increased route-sharing.					
<sup>(6)</sup> Capital Purchases are unfavorable as the School is requesting approval to remodel the locker areas, restock carpet tiles, improve the basketball court area, and facilitate necessary IT updates/purchases.					

**Ewing Marion Kauffman School**  
For the eight months ended February 28, 2022

**Check Register Highlights**

By Vendor Report:

- Vendor: Attuned Education Partners
  - Spend: \$33,150.00/Purpose: strategy consulting
- Vendor: Carlin Quinn
  - Spend: \$800.00/Purpose: professional development services
- Vendor: Coastal Cloud Holdings LLC
  - Spend: \$12,643.75/Purpose: college access software development
- Vendor: HEC Software Inc
  - Spend: \$4,317.00/Purpose: special education software
- Vendor: Performance Food Group Inc
  - Spend: \$12,994.20/Purpose: student snack vendor
- SnapIT Solutions LLC
  - Spend: \$16,000.00/Purpose: student IT curriculum vendor

By Credit Card Report:

- Vendor: ESALEN
  - Spend: \$5,080.74/Purpose: professional development
- Vendor: GSV Summit
  - Spend: \$2,510.00/Purpose: professional development
- Vendor: Paypal
  - Spend: \$3,000.00/Purpose: student enrollment advertising with Show Me KC Schools

**EMKS Check Register January 1 - February 28, 2022 - By Date**

The following list includes all payments (ACH, Checks, Wires and any items paid via Petty Cash) 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 Number	Check Type	Check Date	Entity Name	Check Amount
January	10420221	ACH	01/04/2022	COMMERCE BANK	39,067.53 *
January	2003008785464	ACH	01/04/2022	Tristar FSA Claim	75.00
January	2005000189562	ACH	01/05/2022	Employee Reimbursement - B. Page	49.77
January	2005000329904	ACH	01/06/2022	12/31 Payroll Taxes	15,911.82
January	2006000991245	ACH	01/06/2022	12/31 Payroll Taxes	812.35
January	14	Petty Cash	01/06/2022	Judy Williams	160.00
January	4765	Check	01/06/2022	Busco, Inc.	1,500.00
January	4766	Check	01/06/2022	California State Disbursement Unit	235.00
January	4767	Check	01/06/2022	The Guardian Life Insurance Co	10,274.02
January	4768	Check	01/06/2022	Linda Kirkpatrick	816.00
January	4769	Check	01/06/2022	University of Central Missouri	2,117.50
January	4770	Check	01/06/2022	University of Missouri-Kansas City AR	74,922.65
January	4771	Check	01/06/2022	WHC KCT, LLC (ZTRIP)	9,492.65
January	11201	ACH	01/06/2022	Education Business Solutions Inc	12,360.00
January	11202	ACH	01/06/2022	sipVine, Inc.	598.50
January	11203	ACH	01/06/2022	Corporate Travel Management North America, Inc	125.00
January	11204	ACH	01/06/2022	United Healthcare Insurance Company	109,084.33
January	11205	ACH	01/06/2022	American Food and Vending Corp.	21,276.38
January	16	Petty Cash	01/10/2022	Dalton Cutting	120.00
January	17	Petty Cash	01/10/2022	Joshua Sanderson	120.00
January	2010002869795	ACH	01/11/2022	Tristar FSA Claim	300.00
January	2014005538590	ACH	01/14/2022	1/15 Payroll	263,816.71
January	2014005752972	ACH	01/14/2022	1/15 Payroll	66,884.66
January	4772	Check	01/14/2022	Courtney Boykin	255.00
January	4773	Check	01/14/2022	Busco, Inc.	750.00
January	4774	Check	01/14/2022	CBIZ Benefits & Insurance Services Inc	7,000.00
January	4775	Check	01/14/2022	McCullough Clinton	255.00
January	4776	Check	01/14/2022	Coastal Cloud Holdings LLC	3,675.00
January	4777	Check	01/14/2022	HEC Software Inc	2,800.00
January	4778	Check	01/14/2022	Houghton Mifflin Harcourt Publishing Company	18,820.00
January	4779	Check	01/14/2022	SnapIT Solutions LLC	16,000.00
January	4780	Check	01/14/2022	Scherita Williams	79.00
January	11344	ACH	01/14/2022	Jaymie Huffman	1,852.50
January	11345	ACH	01/14/2022	Yellow Dog Networks, Inc.	6,627.00
January	11346	ACH	01/14/2022	American Food and Vending Corp.	15,671.77
January	11347	ACH	01/14/2022	Apple Bus Company	91,474.71
January	11348	ACH	01/14/2022	Cushman & Wakefield U.S., Inc	182,495.79
January	22014005715443	ACH	01/18/2022	Tristar FSA Claim	5,208.18
January	4781	Check	01/21/2022	Courtney Boykin	150.00
January	4782	Check	01/21/2022	Busco, Inc.	2,250.00
January	4783	Check	01/21/2022	Rodney Howard Sr	150.00
January	4784	Check	01/21/2022	SageView Advisory Group LLC	3,201.00
January	4785	Check	01/21/2022	Maria Florencia Simonetti Valdes	1,357.90
January	11349	ACH	01/21/2022	COMMERCE BANK	37,778.24 *
January	11350	ACH	01/21/2022	Fidelity Workplace Investing LLC	16,878.92
January	11351	ACH	01/21/2022	Fidelity Workplace Investing LLC	4,491.48
January	11352	ACH	01/21/2022	Real Estate Charitable Foundation	73,349.00
January	11353	ACH	01/21/2022	Weiss Staffing Solutions LLC	1,448.70
January	11354	ACH	01/21/2022	Yellow Dog Networks, Inc.	5,962.00
January	11355	ACH	01/21/2022	Apple Bus Company	58,097.11
January	22024009885935	ACH	01/25/2022	Tristar Admin Fee	296.75
January	22024009885814	ACH	01/25/2022	Tristar FSA Claim	982.50
January	4786	Check	01/25/2022	Board of Trustees of Beloit College	4,613.00
January	4787	Check	01/25/2022	Board of Trustees of Beloit College	2,808.50
January	4788	Check	01/25/2022	Cornell College (Iowa)	5,484.00
January	4789	Check	01/25/2022	Cornell College (Iowa)	5,481.50
January	4790	Check	01/25/2022	Curators of the University of Missouri (UM)	2,671.00
January	4791	Check	01/25/2022	Emory University	2,250.00
January	4792	Check	01/25/2022	Hobart and William Smith Colleges	4,317.00
January	4793	Check	01/25/2022	Kansas City Art Institute	4,738.00
January	4794	Check	01/25/2022	Kansas City Art Institute	2,040.50
January	4795	Check	01/25/2022	Macalester College	2,780.00
January	4796	Check	01/25/2022	Macalester College	4,572.00
January	4797	Check	01/25/2022	Rockhurst University	4,937.50
January	4798	Check	01/25/2022	Rockhurst University	1,873.50
January	4799	Check	01/25/2022	St Olaf College	2,340.00
January	4800	Check	01/25/2022	St Olaf College	2,122.50
January	4801	Check	01/25/2022	St Olaf College	1,852.50
January	4802	Check	01/25/2022	Syracuse University	4,498.50
January	4803	Check	01/25/2022	University of Central Missouri	2,750.00
January	4804	Check	01/25/2022	University of Central Missouri	1,873.50
January	4805	Check	01/25/2022	University of Central Missouri	1,873.50
January	4806	Check	01/25/2022	University of Central Missouri	3,128.00
January	4807	Check	01/25/2022	University of Central Missouri	1,873.50
January	4808	Check	01/25/2022	University of Missouri-Kansas City AR	4,900.00
January	4809	Check	01/25/2022	University of Missouri-Kansas City AR	4,653.00
January	4810	Check	01/25/2022	The Vanderbilt University	2,250.00
January	15	Petty Cash	01/27/2022	Bridgette Lyles	280.00

January	18	Petty Cash	01/27/2022	Gwen Major	120.00
January	4811	Check	01/28/2022	Board of Trustees of Beloit College	250.00
January	4812	Check	01/28/2022	Board of Trustees of Beloit College	250.00
January	4813	Check	01/28/2022	Brown University	250.00
January	4814	Check	01/28/2022	Cornell College (Iowa)	250.00
January	4815	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4816	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4817	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4818	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4819	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4820	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4821	Check	01/28/2022	Curators of the University of Missouri (UM)	250.00
January	4822	Check	01/28/2022	Emory University	250.00
January	4823	Check	01/28/2022	Fontbonne University	250.00
January	4824	Check	01/28/2022	Fontbonne University	250.00
January	4825	Check	01/28/2022	Johnson County Community College	250.00
January	4826	Check	01/28/2022	The Junior College District of Metropolitan Kansas City	250.00
January	4827	Check	01/28/2022	Kansas City Art Institute	250.00
January	4828	Check	01/28/2022	Kansas City Art Institute	250.00
January	4829	Check	01/28/2022	Kenyon College	250.00
January	4830	Check	01/28/2022	Lycoming College	250.00
January	4831	Check	01/28/2022	Macalester College	250.00
January	4832	Check	01/28/2022	Macalester College	250.00
January	4833	Check	01/28/2022	Neosho County Community College	250.00
January	4834	Check	01/28/2022	Occidental College	250.00
January	4835	Check	01/28/2022	Rhodes College	250.00
January	4836	Check	01/28/2022	Rockhurst University	250.00
January	4837	Check	01/28/2022	Rockhurst University	250.00
January	4838	Check	01/28/2022	Rockhurst University	250.00
January	4839	Check	01/28/2022	St Olaf College	250.00
January	4840	Check	01/28/2022	Swarthmore College	250.00
January	4841	Check	01/28/2022	Syracuse University	250.00
January	4842	Check	01/28/2022	University of Central Missouri	250.00
January	4843	Check	01/28/2022	University of Central Missouri	250.00
January	4844	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4845	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4846	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4847	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4848	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4849	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4850	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4851	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4852	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4853	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4854	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4855	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4856	Check	01/28/2022	University of Missouri-Kansas City AR	250.00
January	4857	Check	01/28/2022	University of Southern California	250.00
January	4858	Check	01/28/2022	The Vanderbilt University	250.00
January	4859	Check	01/28/2022	William Marsh Rice University	250.00
January	4860	Check	01/28/2022	Xavier University of Louisiana	250.00
January	4865	Check	01/28/2022	Macalester College	1,251.00
January	4866	Check	01/28/2022	Macalester College	3,321.00
January	11618	ACH	01/28/2022	COMMERCE BANK	14,450.29 *
January	22031003022468	ACH	01/31/2022	1/31 Payroll	329,940.26
January	22028002250262	ACH	01/31/2022	1/31 Payroll Taxes	85,049.83
February	22031003291566	ACH	02/01/2022	Payroll Taxes 1/31	19,792.50
February	22031003328036	ACH	02/01/2022	Tristar FSA Payment	416.52
February	4867	Check	02/03/2022	Busco, Inc.	5,400.00
February	4868	Check	02/03/2022	California State Disbursement Unit	235.00
February	4869	Check	02/03/2022	Nigel Davis	255.00
February	4870	Check	02/03/2022	Timothy Faison	345.00
February	4871	Check	02/03/2022	Fidelity Investments Institutional Operations Co	1,816.41
February	4872	Check	02/03/2022	Fidelity Investments Institutional Operations Co	1,368.00
February	4873	Check	02/03/2022	Houghton Mifflin Harcourt Publishing Company	21,049.39
February	4874	Check	02/03/2022	Rodney Howard Sr	420.00
February	4875	Check	02/03/2022	Johanna Laxton	360.00
February	4876	Check	02/03/2022	Alex Moyers	165.00
February	4877	Check	02/03/2022	Madison Parker	2,500.00
February	4878	Check	02/03/2022	Performance Food Group Inc	9,726.06
February	4879	Check	02/03/2022	Darryl Phillips	255.00
February	4880	Check	02/03/2022	St Lukes Hospital of Kansas City	934.08
February	4881	Check	02/03/2022	WHC KCT, LLC (ZTRIP)	6,315.75
February	11619	ACH	02/03/2022	Fidelity Workplace Investing LLC	4,337.31
February	11620	ACH	02/03/2022	Fidelity Workplace Investing LLC	21,593.40
February	11621	ACH	02/03/2022	Fidelity Workplace Investing LLC	41.67
February	11622	ACH	02/03/2022	Fidelity Workplace Investing LLC	3,393.21
February	11623	ACH	02/03/2022	Haas & Wilkerson, Inc.	17,336.25
February	11624	ACH	02/03/2022	Weiss Staffing Solutions LLC	4,236.71
February	11625	ACH	02/03/2022	American Food and Vending Corp.	21,962.56
February	22038006992456	ACH	02/08/2022	Tristar FSA Payment	208.00
February	19	Petty Cash	02/10/2022	Gwen Major	280.00
February	20	Petty Cash	02/10/2022	Bridgette Lyles	280.00
February	4882	Check	02/10/2022	Busco, Inc.	1,500.00
February	4883	Check	02/10/2022	The Children's Mercy Hospital	12,435.12
February	4884	Check	02/10/2022	Coastal Cloud Holdings LLC	8,968.75
February	4885	Check	02/10/2022	Isaiah Daniels	578.98
February	4886	Check	02/10/2022	The Guardian Life Insurance Co	10,506.46
February	4887	Check	02/10/2022	Madison Smith	250.00
February	11785	ACH	02/10/2022	Education Business Solutions Inc	12,360.00

February	11786	ACH	02/10/2022	Jaymie Huffman	3,656.25
February	11787	ACH	02/10/2022	Carlin Quinn	800.00
February	11788	ACH	02/10/2022	sipVine, Inc.	598.50
February	11789	ACH	02/10/2022	United Healthcare Insurance Company	111,185.71
February	22045009653508	ACH	02/14/2022	Julian Vizitei Reimbursement	161.91
February	22045009653508	ACH	02/14/2022	Micah Daniels Reimbursement	469.61
February	22045010302518	ACH	02/15/2022	Tristar FSA Payment	264.16
February	22046000826041	ACH	02/15/2022	Payroll 2/15	268,161.54
February	22046001072029	ACH	02/15/2022	Payroll Taxes 2/15	67,623.07
February	86500631227286	ACH	02/15/2022	Payroll Taxes 2/15	18,827.50
February	4888	Check	02/17/2022	Attuned Education Partners LLC	33,150.00
February	4889	Check	02/17/2022	Courtney Boykin	330.00
February	4890	Check	02/17/2022	Johnny Brackins	90.00
February	4891	Check	02/17/2022	Chris Bridenbaugh	250.00
February	4892	Check	02/17/2022	Jessica Burton	90.00
February	4893	Check	02/17/2022	Busco, Inc.	3,000.00
February	4894	Check	02/17/2022	CBIZ Benefits & Insurance Services Inc	4,000.00
February	4895	Check	02/17/2022	Certified Languages International LLC	15.95
February	4896	Check	02/17/2022	McCullough Clinton	165.00
February	4897	Check	02/17/2022	College Entrance Examination Board	144.00
February	4898	Check	02/17/2022	Mackenzie Conway	170.00
February	4899	Check	02/17/2022	Nigel Davis	165.00
February	4900	Check	02/17/2022	Rodney Howard Sr	330.00
February	4901	Check	02/17/2022	Lycoming College	6,092.00
February	4902	Check	02/17/2022	Alex Moyers	330.00
February	4903	Check	02/17/2022	Performance Food Group Inc	3,268.14
February	4904	Check	02/17/2022	Research to Practice Inc	725.07
February	4905	Check	02/17/2022	School Traditions KC, LLC	103.00
February	4906	Check	02/17/2022	University of Central Missouri	1,873.50
February	11949	ACH	02/17/2022	COMMERCE BANK	38,440.04
February	11950	ACH	02/17/2022	Fidelity Workplace Investing LLC	17,384.28
February	11951	ACH	02/17/2022	Fidelity Workplace Investing LLC	4,357.31
February	11952	ACH	02/17/2022	Haas & Wilkerson, Inc.	1,712.00
February	11953	ACH	02/17/2022	Weiss Staffing Solutions LLC	1,912.13
February	11954	ACH	02/17/2022	American Food and Vending Corp.	35,346.08
February	11955	ACH	02/17/2022	Cushman & Wakefield U.S., Inc	200,986.80
February	22049003176333	ACH	02/22/2022	Tristar FSA Payment	208.00
February	22055005808413	ACH	02/25/2022	Tristar Admin Fee	50.00
February	4907	Check	02/25/2022	Courtney Boykin	215.00
February	4908	Check	02/25/2022	Busco, Inc.	1,370.00
February	4909	Check	02/25/2022	Nigel Davis	215.00
February	4910	Check	02/25/2022	Madison Smith	375.00
February	12096	ACH	02/25/2022	Corporate Travel Management North America, Inc	243.00
February	12097	ACH	02/25/2022	Weiss Staffing Solutions LLC	1,121.79
February	12098	ACH	02/25/2022	Danielle Yeager	5,400.00
February	12099	ACH	02/25/2022	American Food and Vending Corp.	34,877.72
February	12100	ACH	02/25/2022	Benjamin Suber	215.00
February	22059007202171	ACH	02/28/2022	Payroll 2/28	264,872.15
February	22059007541870	ACH	02/28/2022	Payroll Taxes 2/28	66,947.85

Grand Total

\$ 3,112,982.49

**EMKS Check Register January 1 - February 28, 2022 - By Vendor**

The following list includes all payments (ACH, Checks, Wires and any items paid via Petty Cash) 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
1/15 Payroll	\$ 330,701.37
1/31 Payroll	\$ 329,940.26
1/31 Payroll Taxes	\$ 85,049.83
12/31 Payroll Taxes	\$ 16,724.17
Alex Moyers	\$ 495.00
American Food and Vending Corp.	\$ 129,134.51
Apple Bus Company	\$ 149,571.82
Attuned Education Partners LLC	\$ 33,150.00
Benjamin Suber	\$ 215.00
Board of Trustees of Beloit College	\$ 7,921.50
Bridgette Lyles	\$ 560.00
Brown University	\$ 250.00
Busco, Inc.	\$ 15,770.00
California State Disbursement Unit	\$ 470.00
Carlin Quinn	\$ 800.00
CBIZ Benefits & Insurance Services Inc	\$ 11,000.00
Certified Languages International LLC	\$ 15.95
Chris Bridenbaugh	\$ 250.00
Coastal Cloud Holdings LLC	\$ 12,643.75
College Entrance Examination Board	\$ 144.00
COMMERCE BANK	\$ 129,736.10 *
Cornell College (Iowa)	\$ 11,215.50
Corporate Travel Management North America, Inc	\$ 368.00
Courtney Boykin	\$ 950.00
Curators of the University of Missouri (UM)	\$ 4,421.00
Cushman & Wakefield U.S., Inc	\$ 383,482.59
Dalton Cutting	\$ 120.00
Danielle Yeager	\$ 5,400.00
Darryl Phillips	\$ 255.00
Education Business Solutions Inc	\$ 24,720.00
Emory University	\$ 2,500.00
Employee Reimbursement - B. Page	\$ 49.77
Fidelity Investments Institutional Operations Co	\$ 3,184.41
Fidelity Workplace Investing LLC	\$ 72,477.58
Fontbonne University	\$ 500.00
Gwen Major	\$ 400.00
Haas & Wilkerson, Inc.	\$ 19,048.25
HEC Software Inc	\$ 2,800.00
Hobart and William Smith Colleges	\$ 4,317.00
Houghton Mifflin Harcourt Publishing Company	\$ 39,869.39
Isaiah Daniels	\$ 578.98
Jaymie Huffman	\$ 5,508.75
Jessica Burton	\$ 90.00
Johanna Laxton	\$ 360.00
Johnny Brackins	\$ 90.00
Johnson County Community College	\$ 250.00
Joshua Sanderson	\$ 120.00
Judy Williams	\$ 160.00
Julian Vizitei Reimbursement	\$ 161.91
Kansas City Art Institute	\$ 7,278.50
Kenyon College	\$ 250.00
Linda Kirkpatrick	\$ 816.00
Lycoming College	\$ 6,342.00
Macalester College	\$ 12,424.00
Mackenzie Conway	\$ 170.00
Madison Parker	\$ 2,500.00
Madison Smith	\$ 625.00
Maria Florencia Simonetti Valdes	\$ 1,357.90
McCullough Clinton	\$ 420.00
Micah Daniels Reimbursement	\$ 469.61
Neosho County Community College	\$ 250.00
Nigel Davis	\$ 635.00
Occidental College	\$ 250.00
Payroll 2/15	\$ 268,161.54

Payroll 2/28	\$	264,872.15
Payroll Taxes 1/31	\$	19,792.50
Payroll Taxes 2/15	\$	86,450.57
Payroll Taxes 2/28	\$	66,947.85
Performance Food Group Inc	\$	12,994.20
Real Estate Charitable Foundation	\$	73,349.00
Research to Practice Inc	\$	725.07
Rhodes College	\$	250.00
Rockhurst University	\$	7,561.00
Rodney Howard Sr	\$	900.00
SageView Advisory Group LLC	\$	3,201.00
Scherita Williams	\$	79.00
School Traditions KC, LLC	\$	103.00
sipVine, Inc.	\$	1,197.00
SnapIT Solutions LLC	\$	16,000.00
St Lukes Hospital of Kansas City	\$	934.08
St Olaf College	\$	6,565.00
Swarthmore College	\$	250.00
Syracuse University	\$	4,748.50
The Children's Mercy Hospital	\$	12,435.12
The Guardian Life Insurance Co	\$	20,780.48
The Junior College District of Metropolitan Kansas City	\$	250.00
The Vanderbilt University	\$	2,500.00
Timothy Faison	\$	345.00
Tristar Admin Fee	\$	346.75
Tristar FSA Claim	\$	6,565.68
Tristar FSA Payment	\$	1,096.68
United Healthcare Insurance Company	\$	220,270.04
University of Central Missouri	\$	15,989.50
University of Missouri-Kansas City AR	\$	87,725.65
University of Southern California	\$	250.00
Weiss Staffing Solutions LLC	\$	8,719.33
WHC KCT, LLC (ZTRIP)	\$	15,808.40
William Marsh Rice University	\$	250.00
Xavier University of Louisiana	\$	250.00
Yellow Dog Networks, Inc.	\$	12,589.00
<b>Grand Total</b>	<b>\$</b>	<b>3,112,982.49</b>



**EMKS Check Register January 1 - February 28, 2022 - By Credit Card**

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

<b>Payee</b>	<b>Amount</b>
1 HOTEL BROOKLYN BRIDGE	\$ 690.55
4IMPRINT, INC	\$ 556.47
ALDI	\$ 26.37
ALDI INC	\$ 168.06
AMAZON	\$ 31,272.66
AMERICAN AIRLINES	\$ 2,494.56
APPLE INC	\$ 2,719.85
B and B RACE KC	\$ 315.00
BAMBOO HR	\$ 1,389.13
BANKSIA CAFÉ	\$ 1,770.00
BARNES & NOBLE	\$ 717.57
BOOKPAL	\$ 3,242.54
BSN SPORTS	\$ 4,241.92
CARTER BROADCAST GROUP	\$ 7,000.00
CECCONIS	\$ 37.88
CHICKFILA	\$ 633.35
CHIPOTLE	\$ 77.22
CLOUDFLARE	\$ 10.00
CONCUR TECHNOLOGY	\$ 2,325.80
CONSOLIDATED COMMUNICATIONS	\$ 3,300.79
COSENTINOS	\$ 30.00
COSTCO	\$ 835.78
CREATIVE CARNIVALS	\$ 206.00
CT Corporation	\$ 247.24
CVS	\$ 144.75
DEAD RABBIT TAVERN	\$ 92.39
DELTA AIRLINES	\$ 226.79
DICKS SPORTING GOODS	\$ 386.91
DOORDASH	\$ 452.36
DOUBLE TREE	\$ 151.80
EASTBAY	\$ 787.00
Ellen Clayton	\$ 157.95
ENTERPRISE	\$ 330.53
ESALEN	\$ 5,080.74
FACEBOOK	\$ 464.89
FLINN SCIENTIFIC	\$ 26.55
FRAUNCES TAVERN	\$ 317.83
GODADDY.COM	\$ 189.98
GSV SUMMIT	\$ 2,515.00
HILTON HOTELS	\$ 954.84
HOMEWOOD SUITES	\$ 180.48
HUDSON NEWS	\$ 17.68
IDEMIA LLC	\$ 299.25
INDEED	\$ 2,377.20
JACKSTACK	\$ 1,274.41
JEAN MARINELLI LLC	\$ 1,500.00
JFISH & CHIX	\$ 438.00
JIMMY JOHNS	\$ 2,317.77
KC COMMUNITY GARDEN	\$ 165.00
KC GLOBAL LIMOUSINE	\$ 247.50
KCI NEWS AND GIFTS	\$ 32.37
LINKEDIN	\$ 640.93
LYFT	\$ 311.51
LYFTTRANS	\$ 144.72
MADE IN KC	\$ 171.07
MARGARITAVILLE RESORT	\$ 231.82
MARRIOTT	\$ 1,130.01
MARSH SUNFRESH	\$ 32.51

MASSAGE ENVY	\$	296.00
MCDONALDS	\$	100.00
MEDCO SUPPLY	\$	25.05
MO DESE	\$	51.25
MO KC PARKS	\$	175.00
MOTEL MORRIS	\$	84.14
N2Y LLC	\$	1,600.14
NATIONAL FED HIGH SCHOOL ASSOC	\$	1,500.00
NATIONAL STUDENT CLEARINGHOUSE	\$	17.50
NIAAA	\$	150.00
NNA Services LLC	\$	124.00
NY TIMES	\$	70.00
OFFICE DEPOT	\$	169.53
PANERA	\$	454.91
PAPA JOHNS	\$	322.31
PARLOR KC	\$	914.25
PAYPAL	\$	3,000.00
PHO TODAY	\$	26.66
PIZZAHUT	\$	382.66
PRICE CHOPPER	\$	106.72
PRICE CHOPPERS	\$	239.85
QUIKTRIP	\$	100.00
READING HORIZONS	\$	2,800.00
RIVER CITY TS	\$	594.09
ROASTERIE	\$	15.65
Saap Ver Thai	\$	88.27
Shake Shack	\$	16.59
SOUTHWEST	\$	383.99
SOUTHWEST AIRLINES	\$	2,145.86
SPOTIFY USA	\$	31.98
STARBUCKS	\$	80.78
SUNRISE BAGELS & CAFE	\$	29.60
SWEETGREEN	\$	27.99
TEACHERS PAY TEACHERS	\$	2.00
TECHCYCLE	\$	8,386.20
TEMPLE COURT	\$	174.25
The Bowery Bay Shops	\$	29.40
The College Board	\$	185.00
THE MUSKET ROOM	\$	146.30
TMOBILE INC	\$	8,420.00
TRAVEL AND TRANSPORT	\$	2.00
UBER	\$	135.82
UMKC	\$	20.04
UNBAKERY	\$	105.62
UNITED AIRLINES	\$	292.16
UNITED SCOPE	\$	5,174.85
USPS	\$	65.21
VERIZON	\$	3,038.27
WALDO PIZZA	\$	1,671.63
WALGREENS	\$	93.72
WALMART	\$	2,074.86
WAYFAIR LLC	\$	(1,193.99)
WINNWOOD SKATE	\$	-
<b>Total</b>	<b>\$</b>	<b>133,049.39</b>
Commerce Credit Card Statement Net Rebate	\$	(3,313.29)
<b>Grand Total</b>	<b>\$</b>	<b>129,736.10</b>

Capital Improvements Table

**EMKS Capital Improvements Schedule - April 2022**

Identified Facility /Other Capital Needs	Current Estimated Cost	Inflation Impact	Timeframe
Roof Replacement	\$ 1,282,600	\$ 1,603,250	3 to 10 years
HVAC System Upgrades	\$ 310,000	\$ 387,500	3 to 10 years
IT infrastructure Upgrade/Replacement	\$ 425,000	\$ 531,250	3 to 10 years
Parking Lot Asphalt Resurface	\$ 175,000	\$ 218,750	3 to 10 years
Maintenance Lot Drain and Parking Area	\$ 185,000	\$ 231,250	2 to 5 years
<b>Total</b>	<b>\$ 2,377,600</b>	<b>\$ 2,972,000</b>	
Potential Projects	Current Estimated Cost	Inflation Impact	Timeframe
Renovate Maintenance Building	\$ 750,000	\$ 937,500	2 to 5 years
Renovate PD Building	\$ 750,000	\$ 937,500	2 to 5 years
<b>Total</b>	<b>\$ 1,500,000</b>	<b>\$ 1,875,000</b>	