



EWING MARION

KAUFFMAN SCHOOL

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

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MEETING INFORMATION

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

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

EWING MARION KAUFFMAN SCHOOL, INC.

BOARD OF DIRECTORS - MEETING AGENDA

MEETING INFORMATION

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Wednesday, July 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 (5.11.2022)
 - Board Chair Comments
- **LEADERSHIP REPORT**
- **FINANCE**
 - Action: Approve Treasurer's Report
 - Action: Approve Updates to Check Signing Authorities
 - Review Director of Finance transition plan, including:
 - Shift of responsibilities to EdOps
 - Change in formatting of future Board financial documents (given shift of responsibilities to EdOps)
 - Action: Approve Vendor Spending Updates
 - >\$100k for Kander Consulting for 21/22 school year (est spend of \$149k for year)
 - >\$100k for Kander Consulting for 22/23 school year (current est spend of \$125k)
 - >\$100k for EdOps for 22/23 school year (current est spend of \$204k)
- **GOVERNANCE**
 - Action: Approve updated leave policies
 - Paid FMLA Leave policy
 - Remote Work during FMLA Leave policy
 - Action: Approve updated Compensation Policy
 - Action: Approve updated Supplemental Pay Schedule and Scope Duties
 - Action: Approve update to Homeless Liaison
- **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, August 8th (5:00 pm CST)
- Board Meeting: Wednesday, August 10th (8:30 am CST)

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

May 11, 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 May 11, 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, 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 Juan Rangel, and Kristin Bechard. Corey Scholes arrived shortly after the meeting began, as indicated below. Also present was Tim Racer, Deputy General Counsel from the Ewing Marion Kauffman Foundation who served as secretary for the meeting, Katie Pasniewski, Chief Operations Officer, and Cat Cain, Chief of Staff, for the school. Jerrad Jones, Director of Finance, attended the meeting via phone.

No one from the community was present at the start of the meeting.

Ms. McFerrin chaired the meeting and Mr. Racer served as recording secretary. Ms. McFerrin called the meeting to order at 8:32 am, welcomed those in attendance, previewed the agenda, and expressed her appreciation for all who were attending.

Ms. McFerrin then introduced the minutes from the April 13, 2022, school board meeting. After discussion and motion duly made (Watson) and seconded (Rangel), the board unanimously approved minutes from the meetings of April 13, 2022.

Ms. Cain made an announcement of two upcoming events, including senior signing day and graduation and noted that all board members are invited. Ms. Cain then left the meeting at 8:35 am.

Budget Discussion

Ms. McFerrin then introduced Mr. Jones to discuss the budget proposal that was included with the agenda distributed prior to the meeting. Ms. Scholes arrived for the meeting at 8:36 am, just as Mr. Jones began his presentation. The budget proposal began on page 7 of the agenda. Mr. Jones reviewed the revenue categories outlined and then provided detail about the components for some of the expense line items included in the budget proposal. It was noted that the Finance Committee had voted to recommend the full board adopt the proposed budget. After the board members were offered a chance to ask questions of Mr. Jones, it was moved (Watson) and seconded (Scholes) that the budget be approved as proposed. After a further opportunity for discussion, the motion was approved unanimously.

Ms. McFerrin then noted that the budget proposal lists a number of specific vendors that the school would like to retain for the upcoming school year. The vendors were listed on page

14 of the agenda distributed prior to the meeting. It was moved (Bechard) and seconded (Rangel) that the board approve retaining the vendors listed on page 14 of the agenda for up to the amounts listed on page 14. After an opportunity for discussion, the motion was approved unanimously.

Ms. McFerrin then expressed gratitude to Mr. Jones and Ms. Pasniewski for their work on putting together the budget proposal.

Mr. Jones then delivered the Treasurer's report by reviewing the information distributed with the board meeting agenda distributed prior to the meeting. The Treasurer's report began on page 16 of the agenda. The board was offered to ask Mr. Jones questions regarding the information contained in the report. It was then moved (Watson) and seconded (Rangel) that the Treasurer's report be approved. The motion passed unanimously.

Reserve Planning

Mr. Jones then discussed the school's need to address some specific capital and programming needs. He reviewed the budget line items that were included on page 26 of the agenda distributed prior to the board meeting. Ms. Bechard noted that the finance committee had reviewed this information and recommends to the full board that the board approve the designation of funds from the school's reserve fund to be applied to these specific purposes. Ms. Bechard also noted that a resolution had been distributed to the Board on page 34 of the agenda to prepare the board for discussion on this topic. Ms. Bechard noted that an updated version of the resolution that the Finance Committee would like for the board to approve was distributed just prior to the meeting this morning, the primary difference being that the updated version of the resolution clarifies that this action would be only a designation of the funds and that management would need to obtain the board's approval before actually spending any of the designated funds for the purposes identified. It was noted that the Finance Committee had voted to recommend the full board approve the requested designation funds with the expectation that the school would seek approval for specific expenditures at a later date. After an opportunity for discussion, it was then moved (Bechard) and seconded (Scholes) that the resolution that appears on Exhibit A to these minutes be approved. The motion was approved unanimously.

Mr. Jones then left the meeting at 9:05 am.

Bylaw Amendment

Ms. McFerrin then noted that the Governance Committee had discussed a proposal to extend Class A Board Member (board elected members) terms from three years to four years in length. Ms. McFerrin noted that the proposed resolution to enact the Bylaw changes was included on page 34 of the Board agenda distributed prior to the meeting and discussed the rationale for this extension. It was noted that the Governance Committee had voted to recommend the full board adopt the proposed Bylaw changes. The board was invited to discuss this topic. It was then moved (Watson) and seconded (Rangel) that the Bylaw resolution to change the Bylaws as reflected on Exhibit B to these minutes be approved. After an opportunity for discussion, the motion was approved unanimously.

Election of Directors

Ms. McFerrin then discussed that the Governance Committee was also recommending the addition of two new board members, Brett Hembree and Jerry Williams, as new directors

whose terms would begin on June 15th, 2022. It was noted that the Governance Committee had voted to recommend the full board that Mr. Hembree and Mr. Williams be elected to the board. It was then moved (Watson) and seconded (Scholes) that Mr. Hembree and Mr. Williams be elected as directors. After an opportunity for discussion, the motion was approved unanimously.

Ms. McFerrin then suggested that Mr. Hembree be appointed to the Governance Committee and Mr. Williams to the Finance Committee. It was then moved (Scholes) and seconded (Rangel) that these Committee assignments be approved by the board. After an opportunity for discussion, the motion was approved unanimously.

Ms. McFerrin noted that she would be the chair of the CEO compensation committee. No objection was lodged, and no vote was taken on this matter.

School Calendar

Ms. Pasniewski introduced was then introduced to discuss a proposed change to the School Calendar for the remaining term of the current school year. The changes were summarized on page 28 of the agenda distributed to the board prior to the meeting. It was noted that the Governance Committee had voted to recommend the full board adopt the changes to the calendar. After an opportunity for discussion, it was moved (Rangel) and seconded (Watson) that the proposed calendar changes be approved. The motion was approved unanimously.

Board Policy 6420

Ms. Pasniewski then reviewed proposed changes to the Board Policy 6420 Regarding Test Security and Administration. The proposed new policy was distributed School Policy on Test Admission and Security. A summary of the changes to the policy were outlined on page 28 of the agenda distributed prior to the meeting and the full updated text was included beginning on page 29 of the agenda. It was noted that the Governance Committee had voted to recommend the full board adopt the proposed new policy 6420. After an opportunity for discussion, it was moved (Watson) and seconded (Scholes) that the board adopt the proposed Board Policy 6420. The motion passed unanimously.

Community Forum

Ms. McFerrin then noted that there were no members of the community present and so no community forum would be held. This concluded the public portion of the board meeting.

Closed Session

Ms. McFerrin noted that a Closed Session was needed and it was moved (Watson) and seconded (Rangel) that the board enter into closed session to discuss a personnel matter. A roll call vote was recorded regarding this motion with board members voting as follows: McFerrin (yes), Rangel (yes), Scholes (yes), Bechard (yes), Watson (yes). The board then entered into closed session.

The board then discussed personnel matters involving the Executive Director including the board's annual review of the Executive Director and approval of a proposed bonus, the need to adhere to a more regular review schedule for the Executive Director's bonus and performance plan, establishment of a travel budget and the propriety of the board regularly reviewing succession planning.

A roll call vote we recorded regarding this motion with board members voting as follows: McFerrin (yes), Rangel (yes), Scholes (yes), Bechard (yes), Watson (yes). The board then exited closed session.

Adjournment

There being no further business to conduct, the meeting was adjourned at 9:38 am.

Exhibit A- Resolution Regarding Designation of Reserve Funds

Reserve Planning - May 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
Total	\$ 2,377,600	\$ 2,972,000	
Prospective Strategic Planning Initiatives	Current Estimated Cost	Inflation Impact	Timeframe
Curriculum	\$ 250,000	\$ 250,000	1 to 5 years
Social Emotional Learning	\$ 500,000	\$ 500,000	1 to 5 years
Student Culture	\$ 250,000	\$ 250,000	1 to 5 years
Talent	\$ 750,000	\$ 750,000	1 to 5 years
Enrollment	\$ 250,000	\$ 250,000	1 to 5 years
Total	\$ 2,000,000	\$ 2,000,000	

Exhibit B- Bylaw Change

b. *Classes and Term of Office.* The Board shall be divided into two classes with terms of services as follows:

(1) Board Elected Directors: Directors elected by the Board (the “Board Elected Directors”) shall be Class A Directors. Class A Directors shall —serve for a term of ~~four~~ ~~three~~ years with the term ending at the annual meeting closest to the date on which his/her ~~three~~ ~~four~~ year term expires. Class A Directors shall be further sub-divided into one of ~~three~~ ~~four~~ classes with staggered term end dates such that no more than three (3) Board Elected Directors have co-terminous end dates for their terms. In any event, each Board Elected Director shall continue in office until his or her successor shall have been elected and qualified, or until his or her earlier death, adjudicated incapacity, resignation, or removal. Board Elected Directors may serve no more than two consecutive full, ~~three~~ ~~four~~-year terms. Board Elected Directors shall be eligible for additional terms after an absence from the Board for at least one full, fiscal year.

For good cause, the Board may, by majority vote, extend a Class A Director’s final term for a maximum of twelve (12) months in order to enable an orderly transition to a succeeding Class A Director that may not be positioned to begin serving by the expiration of a Class A Director’s final term. A Class A Director’s extended term shall expire at such time as his or her successor begins service.

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 ¹				X				X				
Comprehensive Financial Packet ²		X				X			X		X	
EMKS Budget											X	
Tax Return ³											X	
Annual External Audit Report				X								
Vendor Check Register		X		X		X		X	X		X	
Retirement Committee Review			X					X				

¹Condensed financial packet consists of financial highlights, income statement and balance sheet.

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

³Final 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 ⁴		X										
End of Year Report and FER ⁵			X									
Federal Payment Request				X				X			X	
403b Plan Audit	X											
1099 and W2 Tax Forms							X					
DESE Budget and Revisions ⁶	X									X		

⁴Annual Secretary of the Board Report consists of State reporting on all spending.

⁵End 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.

⁶DESE 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 eleven months ended May 31, 2022

Year-To-Date Balance Sheet Highlights

- The cash balance of \$13.6M reflects the receipt of the third installment of the operating grant and student scholarship grant from EMKF in May 2022. The board development grant was also received in August 2021.
- The accounts receivable balance of \$0.9M includes ESSER2, Title, Special Education and SSO food service federal receivables. A portion of the reimbursements will be received in June and the balance will be received as part of the year-end Final Expenditure Report.
- 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 \$0.5M. The majority of the balance relates to Apple Bus (\$218k), Arrow Bus (\$25k), WHC Cabs (\$22k), and misc expenses for the end-of-year student trips. All invoices were paid on time.

Year-To-Date Income Statement Highlights

- Total revenues and expenses through May 31 are \$19.6M and \$16.7M, respectively.
- The change in net assets is currently \$2.3M favorable to the budget.
 - Total revenues are tracking \$0.6M favorable to budget.
 - State/Local revenues are now tracking favorable to budget as the rule passed by DESE in early Spring restored funding. This reduces the financial burden resulting from Covid impacts to enrollment and attendance.
 - Federal revenues remain favorable with the result driven by SSO meal reimbursements.
 - Miscellaneous revenues are tracking favorable to budget and driven by the receipt of the KCPS MOU 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, lower transportation spend arising from increased route-sharing, efficiencies in food service planning and lower cleaning/maintenance costs than budget.
 - Professional/Tech Services are tracking unfavorable with the variance largely driven by increased recruitment, PD, and student EOY trip spend and partially a result of timing.
 - Supplies are tracking unfavorable to budget with the variance largely by spend on IT equipment replacements, end-of-year student trip spend, and partially a result of timing.

Ewing Marion Kauffman School

For the eleven months ended May 31, 2022

Year-To-Date Income Statement Highlights (continued)

- The School had 137 employees as of May 31 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 the forecasted annual average through May 31 was 1,056.
- DESE standards require the fund balance (net asset balance excluding PP&E) to remain above 3% of year-end actual expenses.
 - The Board approved a resolution at the May board meeting to designate a total of \$5M in reserves.
 - The all-in reserve ratio is currently forecasted to be approximately 68% at year end.
 - The reserve ratio excluding the designated funds is currently forecasted to be approximately 40% at year end.

Reporting and Compliance Highlights

- Governor Parsons in June signed a charter school funding equity bill.
 - EMKS stands to gain an estimated \$1.5M-\$2M in additional public revenues annually from this funding bill.
 - The timing for when the funding will be available is unknown at this time and was not included in the recently approved 22/23 approved budget.
- The 990 tax return for 2020 is complete and was filed on time.
- 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 \$1.6M of the \$1.8M available (~89%).
 - 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
MAY 31, 2022

	May 2022	June 2021
ASSETS		
Cash and cash equivalents	\$ 13,555,949	\$ 11,227,802
Accounts receivable, net	940,120	308,722
Prepaid expenses	247,632	259,928
Property and equipment, net	554,111	532,472
Total assets	\$ 15,297,811	\$ 12,328,923
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 537,690	\$ 239,772
Loan Payable	-	-
Basic formula advance	-	-
Accrued salaries and expenses	1,226	261,598
Total liabilities	\$ 538,916	\$ 501,370
Net Assets:		
Without donor restrictions	\$ 9,658,895	\$ 11,827,554
Designated by the Board for Facility/Capital Needs	3,000,000	-
Designated by the Board for Prospective Strategic Planning Initiatives	2,000,000	-
With donor restrictions	100,000	-
Total net assets	\$ 14,758,895	\$ 11,827,554
Total liabilities and net assets	\$ 15,297,811	\$ 12,328,923

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

EWING MARION KAUFFMAN SCHOOL, INC
STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS
FOR THE ELEVEN MONTH PERIOD ENDED MAY 31, 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
Revenues and Support:									
State and local public funding	\$ 10,455,616	\$ -	\$ 10,455,616	\$ 10,213,512	\$ 242,104	\$ 11,142,013	\$ 10,752,225	\$ (389,788)	\$ 10,567,571
Federal funding	3,390,299	-	3,390,299	3,161,630	228,669	3,328,031	3,592,857	264,826	2,645,959
EMKF support:									
Operations grant	4,500,000	-	4,500,000	4,500,000	-	4,500,000	4,500,000	-	5,646,506
Student scholarship grant	250,000	-	250,000	250,000	-	250,000	250,000	-	-
Board development grant	-	100,000	100,000	100,000	-	100,000	100,000	-	-
Building lease	293,396	-	293,396	293,396	-	293,396	293,396	-	293,396
Professional development grant	-	-	-	-	-	-	-	-	-
Total EMKF support	\$ 5,043,396	\$ 100,000	\$ 5,143,396	\$ 5,143,396	\$ -	\$ 5,143,396	\$ 5,143,396	\$ -	\$ 5,939,902
Other revenue	602,909	-	602,909	460,574	142,335	484,815	415,000	(69,815)	2,393,136
Net assets released from restrictions	-	-	-	-	-	-	-	-	-
Total revenues and support	\$ 19,492,220	\$ 100,000	\$ 19,592,220	\$ 18,979,112	\$ 613,108	\$ 20,098,255	\$ 19,903,478	\$ (194,777)	\$ 21,546,568
Expenses:									
Salaries and benefits	\$ 9,289,356	\$ -	\$ 9,289,356	\$ 10,035,206	\$ 745,850	\$ 11,068,241	\$ 10,346,188	\$ 722,053	\$ 9,157,539
Professional and technical services	2,030,605	-	2,030,605	1,888,908	(141,697)	2,222,245	1,916,531	305,714	1,448,522
Property services	1,720,362	-	1,720,362	2,292,088	571,727	2,500,460	2,258,560	241,900	1,443,488
Transportation and travel	1,118,612	-	1,118,612	1,582,257	463,646	1,614,548	1,265,700	348,848	574,100
Food services	668,182	-	668,182	848,612	180,430	857,184	846,905	10,279	1,402,468
Communications	146,838	-	146,838	152,900	6,062	166,800	164,605	2,195	113,260
Supplies	1,239,358	-	1,239,358	1,087,131	(152,227)	1,087,131	1,020,941	66,190	653,077
Building lease	293,396	-	293,396	293,396	-	293,396	293,396	-	293,396
Depreciation	154,171	-	154,171	207,762	53,591	226,649	262,999	(36,350)	149,275
Total expenses	\$ 16,660,879	\$ -	\$ 16,660,879	\$ 18,388,260	\$ 1,727,381	\$ 20,036,655	\$ 18,375,825	\$ 1,660,830	\$ 15,235,125
Change in Net Assets	\$ 2,831,341	\$ 100,000	\$ 2,931,341	\$ 590,851	\$ 2,340,490	\$ 61,600	\$ 1,527,653	\$ 1,466,053	\$ 6,311,442
Net Assets, beginning	\$ 11,827,554	\$ -	\$ 11,827,554						
Net Assets, ending	\$ 14,658,895	\$ 100,000	\$ 14,758,895						

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

Ewing Marion Kauffman School

For the eleven months ended May 31, 2022

Check Register Highlights

By Vendor Report:

- Vendor: Busco
 - Spend: \$28,029.00/Purpose: EOY MS student trips
- Vendor: College Entrance Exam Board
 - Spend: \$31,085.00/Purpose: AP course fees
- Vendor: Dana Coleman Consulting
 - Spend: \$7,525.00/Purpose: Instruction and recruitment support
- Vendor: Mollie Mitchell
 - Spend: \$10,000.00/Purpose: CAO recruitment support
- Vendor: The Achievement Network
 - Spend: \$16,000.00/Purpose: Student testing platform access
- University of Missouri (KC)
 - Spend: \$29,636.00/Purpose: Student dual credit program fees

By Credit Card Report:

- Vendor: La Jolla Shores Hotel
 - Spend: \$7,260.00/Purpose: Professional development
- Vendor: PTI Crime Tour
 - Spend: \$6,204.00/Purpose: EOY MS student trips
- Vendor: TMOBILE Inc
 - Spend: \$24,482.09/Purpose: Student wifi access

EMKS Check Register April 1 - May 31, 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 Date	Check Number	Check Type	Entity Name	Check Amount
April	04/01/2022	22091004609095	ACH	Payroll Taxes 3/31	3,243.82
April	04/04/2022	4937	Check	Blitt and Gaines PC	384.36
April	04/04/2022	4938	Check	California State Disbursement Unit	235.00
April	04/04/2022	4939	Check	Consolidated School District No 4 (Grandview)	300.00
April	04/04/2022	4940	Check	The Guardian Life Insurance Co	10,389.10
April	04/04/2022	4941	Check	Performance Food Group Inc	2,280.30
April	04/04/2022	4942	Check	School Dist 74 North Kansas City	300.00
April	04/04/2022	4943	Check	Varsity Athletic Apparel Inc	40.00
April	04/04/2022	12572	ACH	COMMERCE BANK	7,253.98 *
April	04/04/2022	12573	ACH	Fidelity Workplace Investing LLC	17,742.45
April	04/04/2022	12574	ACH	Fidelity Workplace Investing LLC	4,357.31
April	04/04/2022	12575	ACH	United Healthcare Insurance Company	111,604.86
April	04/04/2022	12576	ACH	American Food and Vending Corp.	2,517.50
April	04/07/2022	4944	Check	Attuned Education Partners LLC	1,611.64
April	04/07/2022	4945	Check	Busco, Inc.	1,850.00
April	04/07/2022	4946	Check	CDW LLC	16,360.13
April	04/07/2022	4947	Check	Cody Griffin	1,110.00
April	04/07/2022	4948	Check	David Kuhn	67.50
April	04/07/2022	4949	Check	David Lammers	67.50
April	04/07/2022	4950	Check	Johanna Laxton	250.00
April	04/07/2022	4951	Check	The School District of the City of Independence	200.00
April	04/07/2022	4952	Check	Spanish Language Resources, Inc.	1,387.50
April	04/07/2022	4953	Check	Velimir Stefanovic	67.50
April	04/07/2022	4954	Check	Talkspace Network LLC	1,875.00
April	04/07/2022	4955	Check	Transimpex Translators Interpreters Editors	240.00
April	04/07/2022	4956	Check	Uncommon Schools	500.00
April	04/07/2022	4957	Check	WHC KCT, LLC (ZTRIP)	9,027.90
April	04/07/2022	12577	ACH	Education Business Solutions Inc	12,360.00
April	04/07/2022	12578	ACH	Jaymie Huffman	3,640.00
April	04/07/2022	12579	ACH	Madison Smith	750.00
April	04/07/2022	12580	ACH	Danielle Yeager	3,015.00
April	04/08/2022	22097007573616	ACH	Payroll Taxes 3/31	16,379.55
April	04/08/2022	22097007675323	ACH	Payroll Taxes 3/31	17,387.50
April	04/08/2022	22098007905035	ACH	Payroll Taxes 3/31	12,854.18
April	04/12/2022	22101009061477	ACH	Tristar FSA Payment	208.00
April	04/13/2022	4959	Check	Mustafa Bayram	67.50
April	04/13/2022	4960	Check	Mustafa Bayram	67.50
April	04/13/2022	4961	Check	Busco, Inc.	2,739.00
April	04/13/2022	4962	Check	Certified Languages International LLC	15.95
April	04/13/2022	4963	Check	Alfred Doni	67.50
April	04/13/2022	4964	Check	Alfred Doni	67.50
April	04/13/2022	4965	Check	Travis Higginbotham	67.50
April	04/13/2022	4966	Check	KC Premier Services LLC	375.00
April	04/13/2022	4967	Check	Bashir Khalil	67.50
April	04/13/2022	4968	Check	Bashir Khalil	67.50
April	04/13/2022	4969	Check	David Lammers	67.50
April	04/13/2022	4970	Check	Michael Long	67.50
April	04/13/2022	4971	Check	Performance Food Group Inc	3,052.20
April	04/13/2022	4972	Check	SageView Advisory Group LLC	3,017.00
April	04/13/2022	4973	Check	Severin Intermediate Holdings, LLC	2,527.67
April	04/13/2022	4974	Check	Singlewire Software LLC	17,961.50
April	04/13/2022	12727	ACH	COMMERCE BANK	36,019.63 *
April	04/13/2022	12728	ACH	Corporate Travel Management North America, Inc	125.00
April	04/13/2022	12729	ACH	sipVine, Inc.	598.50
April	04/13/2022	12730	ACH	American Food and Vending Corp.	21,309.36
April	04/13/2022	12731	ACH	Apple Bus Company	76,804.78
April	04/13/2022	12732	ACH	Cushman & Wakefield U.S., Inc	197,560.45
April	04/15/2022	22104001060016	ACH	Payroll Taxes 4/15	67,394.20
April	04/15/2022	22104001396828	ACH	Elizabeth Edmonds Reimbursement	9.04
April	04/15/2022	22104001396828	ACH	Sam Preston Reimbursement	235.17
April	04/15/2022	22105001668466	ACH	Payroll 4/15	262,428.91
April	04/19/2022	22108002768589	ACH	Tristar FSA Payment	281.07
April	04/21/2022	4975	Check	Busco, Inc.	2,739.00
April	04/21/2022	4976	Check	Coastal Cloud Holdings LLC	787.50
April	04/21/2022	4977	Check	Tom Geha	67.50
April	04/21/2022	4978	Check	Johanna Laxton	310.00
April	04/21/2022	4979	Check	Performance Food Group Inc	2,492.24
April	04/21/2022	4980	Check	Research to Practice Inc	2,116.71
April	04/21/2022	4981	Check	University of Missouri-Kansas City AR	29,636.48
April	04/21/2022	4982	Check	Nathan Wagner	67.50
April	04/21/2022	4983	Check	WorkMonger LLC	4,000.00

April	04/21/2022	12874	ACH	COMMERCE BANK	259,090.30 *
April	04/21/2022	12875	ACH	Fidelity Workplace Investing LLC	17,797.43
April	04/21/2022	12876	ACH	Fidelity Workplace Investing LLC	4,142.31
April	04/21/2022	12877	ACH	Haas & Wilkerson, Inc.	17,232.25
April	04/21/2022	12878	ACH	Kander Consulting LLC	2,400.00
April	04/21/2022	12879	ACH	Weiss Staffing Solutions LLC	356.93
April	04/21/2022	12880	ACH	American Food and Vending Corp.	20,366.34
April	04/25/2022	22112005338779	ACH	Tristar Admin Fee	55.25
April	04/26/2022	22115006102367	ACH	Tristar FSA Payment	312.50
April	04/27/2022	4984	Check	Blitt and Gaines PC	384.36
April	04/27/2022	4985	Check	Busco, Inc.	1,922.00
April	04/27/2022	4986	Check	California State Disbursement Unit	235.00
April	04/27/2022	4987	Check	Fidelity Investments Institutional Operations Co.,	2,744.80
April	04/27/2022	4988	Check	Fidelity Investments Institutional Operations Co.,	1,368.00
April	04/27/2022	4989	Check	Husch Blackwell LLP	1,831.50
April	04/27/2022	4990	Check	Illuminate Education Inc	7,500.00
April	04/27/2022	4991	Check	Johanna Laxton	250.00
April	04/27/2022	4992	Check	Performance Food Group Inc	5,638.68
April	04/27/2022	4993	Check	St Lukes Hospital of Kansas City	934.08
April	04/27/2022	4994	Check	Talkspace Network LLC	3,750.00
April	04/27/2022	4995	Check	University of Central Missouri	50.00
April	04/27/2022	4996	Check	UNUM Group (Provident Life & Accident Insur)	618.69
April	04/27/2022	4997	Check	Varsity Athletic Apparel Inc	912.00
April	04/27/2022	13022	ACH	COMMERCE BANK	40,812.53 *
April	04/27/2022	13023	ACH	Madison Smith	500.00
April	04/27/2022	13024	ACH	Weiss Staffing Solutions LLC	1,504.21
April	04/27/2022	13025	ACH	American Food and Vending Corp.	34,602.60
April	04/30/2022	22118008200647	ACH	Payroll Taxes 4/30	66,901.09
April	04/30/2022	22119008803962	ACH	Payroll 4/30	263,222.52
April	05/03/2022	22122009993375	ACH	Tristar FSA Payment	586.81
May	05/04/2022	4998	Check	The Achievement Network LTD	16,000.00
May	05/04/2022	4999	Check	Busco, Inc.	1,778.00
May	05/04/2022	5000	Check	CBIZ Benefits & Insurance Services Inc	2,375.00
May	05/04/2022	5001	Check	LaTeak Harbin	890.36
May	05/04/2022	5002	Check	Julian Kiwinda	60.08
May	05/04/2022	5003	Check	Lawson Schools R XIV	150.00
May	05/04/2022	5004	Check	Performance Food Group Inc	3,235.88
May	05/04/2022	5005	Check	The School District of the City of Independence	285.00
May	05/04/2022	5006	Check	Cynthia Taylor	1,205.50
May	05/04/2022	5007	Check	Transimpex Translators Interpreters Editors	240.00
May	05/04/2022	5008	Check	Tiffany Venerable	89.70
May	05/04/2022	5009	Check	Windstar Lines Inc	1,073.65
May	05/04/2022	13026	ACH	COMMERCE BANK	36,724.33 *
May	05/04/2022	13027	ACH	Corporate Travel Management North America, Inc	156.50
May	05/04/2022	13028	ACH	Dana Coleman Consulting LLC	4,637.50
May	05/04/2022	13029	ACH	Fidelity Workplace Investing LLC	17,482.58
May	05/04/2022	13030	ACH	Fidelity Workplace Investing LLC	4,142.31
May	05/04/2022	13031	ACH	Weiss Staffing Solutions LLC	777.60
May	05/04/2022	13032	ACH	Danielle Yeager	2,250.00
May	05/04/2022	13033	ACH	Apple Bus Company	87,546.66
May	05/05/2022	22124001795939	ACH	Cat Cain Reimbursement	269.10
May	05/05/2022	22124001795939	ACH	Sam Preston Reimbursement	234.00
May	05/10/2022	22129003848923	ACH	Isha Isme Reimbursement	324.90
May	05/10/2022	22129003655798	ACH	Tristar FSA Payment	458.36
May	05/12/2022	5010	Check	Busco, Inc.	889.00
May	05/12/2022	5011	Check	Brock Cook	67.50
May	05/12/2022	5012	Check	Meghan Flavin	67.50
May	05/12/2022	5013	Check	Freshworks Inc	3,804.00
May	05/12/2022	5014	Check	Gamache & Myers PC	104.41
May	05/12/2022	5015	Check	The Guardian Life Insurance Co	10,545.18
May	05/12/2022	5016	Check	KC Premier Services LLC	3,275.63
May	05/12/2022	5017	Check	David Kuhn	67.50
May	05/12/2022	5018	Check	Johanna Laxton	255.00
May	05/12/2022	5019	Check	Erica McGeady	140.18
May	05/12/2022	13176	ACH	Education Business Solutions Inc	12,360.00
May	05/12/2022	13177	ACH	Jaymie Huffman	4,241.25
May	05/12/2022	13178	ACH	Real Estate Charitable Foundation	73,349.00
May	05/12/2022	13179	ACH	sipVine, Inc.	598.50
May	05/12/2022	13180	ACH	Madison Smith	875.00
May	05/12/2022	13181	ACH	United Healthcare Insurance Company	112,380.29
May	05/12/2022	13182	ACH	Weiss Staffing Solutions LLC	1,223.78
May	05/12/2022	13183	ACH	American Food and Vending Corp.	19,891.56
May	05/12/2022	13184	ACH	Cushman & Wakefield U.S., Inc	166,265.99
May	05/13/2022	22133006111496	ACH	Payroll 5/15	267,434.54
May	05/19/2022	5020	Check	Busco, Inc.	1,850.00
May	05/16/2022	22136007313832	ACH	Payroll Taxes 5/15	68,821.61
May	05/17/2022	22136007218292	ACH	Payroll Taxes 5/15	17,124.50
May	05/17/2022	22136007237096	ACH	Tristar FSA Payment	10.00
May	05/19/2022	5021	Check	Certified Languages International LLC	11.60
May	05/19/2022	5022	Check	Coastal Cloud Holdings LLC	306.25
May	05/19/2022	5023	Check	Jonathan Folber	67.50
May	05/19/2022	5024	Check	Grapevine Designs, LLC	7,605.00

May	05/19/2022	5025	Check	Cody Griffin	929.00
May	05/19/2022	5026	Check	Johanna Laxton	45.00
May	05/19/2022	5027	Check	Madison Parker	2,500.00
May	05/19/2022	5028	Check	Performance Food Group Inc	3,325.20
May	05/19/2022	5029	Check	Aaron Rench	225.00
May	05/19/2022	5030	Check	Severin Intermediate Holdings, LLC	16,198.23
May	05/19/2022	5031	Check	Uncommon Schools	1,000.00
May	05/19/2022	13185	ACH	COMMERCE BANK	60,221.65 *
May	05/19/2022	13186	ACH	Fidelity Workplace Investing LLC	18,028.31
May	05/19/2022	13187	ACH	Fidelity Workplace Investing LLC	4,142.31
May	05/19/2022	13188	ACH	Carlin Quinn	2,300.00
May	05/19/2022	13189	ACH	Madison Smith	625.00
May	05/19/2022	13190	ACH	Yellow Dog Networks, Inc.	150.00
May	05/19/2022	13191	ACH	American Food and Vending Corp.	20,712.50
May	05/19/2022	13192	ACH	Cushman & Wakefield U.S., Inc	2,750.00
May	05/20/2022	13193	ACH	COMMERCE BANK	16,888.01 *
May	05/23/2022	22143009937253	ACH	Elizabeth Edmonds Reimbursement	239.90
May	05/24/2022	22143010524083	ACH	Tristar FSA Payment	1,316.34
May	05/25/2022	22145001763325	ACH	Tristar Admin Fee	55.25
May	05/26/2022	5032	Check	ACT, Inc	3,740.00
May	05/26/2022	5033	Check	Attuned Education Partners LLC	33,392.62
May	05/26/2022	5034	Check	Busco, Inc.	14,262.00
May	05/26/2022	5035	Check	College Entrance Examination Board	31,185.00
May	05/26/2022	5036	Check	eRate Solutions, LLC	583.20
May	05/26/2022	5037	Check	The Howard University	2,300.00
May	05/26/2022	5038	Check	Linda Kirkpatrick	1,182.00
May	05/26/2022	5039	Check	Madison Parker	82.95
May	05/26/2022	5040	Check	Performance Food Group Inc	5,367.38
May	05/26/2022	5041	Check	Research to Practice Inc	1,326.00
May	05/26/2022	5042	Check	SOFTWARE UNLIMITED, Inc	6,150.00
May	05/26/2022	5043	Check	Talkspace Network LLC	3,750.00
May	05/26/2022	5044	Check	Uncommon Schools	900.00
May	05/26/2022	13344	ACH	Dana Coleman Consulting LLC	2,887.50
May	05/26/2022	13345	ACH	Mollie Mitchell	10,000.00
May	05/26/2022	13346	ACH	Weiss Staffing Solutions LLC	2,167.09
May	05/26/2022	13347	ACH	American Food and Vending Corp.	37,754.84
May	05/26/2022	13348	ACH	Donald Delphia	345.00
May	05/26/2022	13349	ACH	Benjamin Suber	425.00
May	05/31/2022	22151003476398	ACH	Tristar FSA Payment	211.13
May	05/31/2022	22151004074754	ACH	Payroll 5/31	264,358.98
May	05/31/2022	22151004434706	ACH	Payroll Taxes 5/31	66,818.82
Grand Total					\$ 3,352,019.11

EMKS Check Register April 1 - May 31, 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
Aaron Rench	\$ 225.00
ACT, Inc	\$ 3,740.00
Alfred Doni	\$ 135.00
American Food and Vending Corp.	\$ 157,154.70
Apple Bus Company	\$ 164,351.44
Attuned Education Partners LLC	\$ 35,004.26
Bashir Khalil	\$ 135.00
Benjamin Suber	\$ 425.00
Blitt and Gaines PC	\$ 768.72
Brock Cook	\$ 67.50
Busco, Inc.	\$ 28,029.00
California State Disbursement Unit	\$ 470.00
Carlin Quinn	\$ 2,300.00
Cat Cain Reimbursement	\$ 269.10
CBIZ Benefits & Insurance Services Inc	\$ 2,375.00
CDW LLC	\$ 16,360.13
Certified Languages International LLC	\$ 27.55
Coastal Cloud Holdings LLC	\$ 1,093.75
Cody Griffin	\$ 2,039.00
College Entrance Examination Board	\$ 31,185.00
COMMERCE BANK	\$ 457,010.43 *
Consolidated School District No 4 (Grandview)	\$ 300.00
Corporate Travel Management North America, Inc	\$ 281.50
Cushman & Wakefield U.S., Inc	\$ 366,576.44
Cynthia Taylor	\$ 1,205.50
Dana Coleman Consulting LLC	\$ 7,525.00
Danielle Yeager	\$ 5,265.00
David Kuhn	\$ 135.00
David Lammers	\$ 135.00
Donald Delphia	\$ 345.00
Education Business Solutions Inc	\$ 24,720.00
Elizabeth Edmonds Reimbursement	\$ 248.94
eRate Solutions, LLC	\$ 583.20
Erica McGeady	\$ 140.18
Fidelity Investments Institutional Operations Co.,	\$ 4,112.80
Fidelity Workplace Investing LLC	\$ 87,835.01
Freshworks Inc	\$ 3,804.00
Gamache & Myers PC	\$ 104.41
Grapevine Designs, LLC	\$ 7,605.00
Haas & Wilkerson, Inc.	\$ 17,232.25
Husch Blackwell LLP	\$ 1,831.50
Illuminate Education Inc	\$ 7,500.00
Isha Isme Reimbursement	\$ 324.90
Jaymie Huffman	\$ 7,881.25
Johanna Laxton	\$ 1,110.00
Jonathan Folber	\$ 67.50
Julian Kiwinda	\$ 60.08
Kander Consulting LLC	\$ 2,400.00
KC Premier Services LLC	\$ 3,650.63
LaTeak Harbin	\$ 890.36
Lawson Schools R XIV	\$ 150.00
Linda Kirkpatrick	\$ 1,182.00
Madison Parker	\$ 2,582.95
Madison Smith	\$ 2,750.00
Meghan Flavin	\$ 67.50
Michael Long	\$ 67.50
Mollie Mitchell	\$ 10,000.00
Mustafa Bayram	\$ 135.00
Nathan Wagner	\$ 67.50
Payroll 4/15	\$ 262,428.91
Payroll 4/30	\$ 263,222.52
Payroll 5/15	\$ 267,434.54
Payroll 5/31	\$ 264,358.98

Payroll Taxes 3/31	\$	49,865.05
Payroll Taxes 4/15	\$	67,394.20
Payroll Taxes 4/30	\$	66,901.09
Payroll Taxes 5/15	\$	85,946.11
Payroll Taxes 5/31	\$	66,818.82
Performance Food Group Inc	\$	25,391.88
Real Estate Charitable Foundation	\$	73,349.00
Research to Practice Inc	\$	3,442.71
SageView Advisory Group LLC	\$	3,017.00
Sam Preston Reimbursement	\$	469.17
School Dist 74 North Kansas City	\$	300.00
Severin Intermediate Holdings, LLC	\$	18,725.90
Singlewire Software LLC	\$	17,961.50
sipVine, Inc.	\$	1,197.00
SOFTWARE UNLIMITED, Inc	\$	6,150.00
Spanish Language Resources, Inc.	\$	1,387.50
St Lukes Hospital of Kansas City	\$	934.08
Talkspace Network LLC	\$	9,375.00
The Achievement Network LTD	\$	16,000.00
The Guardian Life Insurance Co	\$	20,934.28
The Howard University	\$	2,300.00
The School District of the City of Independence	\$	485.00
Tiffany Venerable	\$	89.70
Tom Geha	\$	67.50
Transimpex Translators Interpreters Editors	\$	480.00
Travis Higginbotham	\$	67.50
Tristar Admin Fee	\$	110.50
Tristar FSA Payment	\$	3,384.21
Uncommon Schools	\$	2,400.00
United Healthcare Insurance Company	\$	223,985.15
University of Central Missouri	\$	50.00
University of Missouri-Kansas City AR	\$	29,636.48
UNUM Group (Provident Life & Accident Insur)	\$	618.69
Varsity Athletic Apparel Inc	\$	952.00
Velimir Stefanovic	\$	67.50
Weiss Staffing Solutions LLC	\$	6,029.61
WHC KCT, LLC (ZTRIP)	\$	9,027.90
Windstar Lines Inc	\$	1,073.65
WorkMonger LLC	\$	4,000.00
Yellow Dog Networks, Inc.	\$	150.00
Grand Total	\$	3,352,019.11

EMKS Check Register April 1 - May 31, 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.

Payee	Amount
360PICKC	\$ 641.00
4 GUYS TRANSPORTATION	\$ 223.82
4IMPRINT, INC	\$ 312.71
ABBY CAB COMPANY	\$ 310.50
AC MARRIOTT KC WPORT	\$ 664.53
ADOBE ACROPRO	\$ 24.99
ALDI INC	\$ 159.30
AMAZON	\$ 34,322.54
AMERICAN AIRLINES	\$ 2,002.15
AMTRAK	\$ 95.00
ART OF LIVING RETREAT	\$ 8.54
BAMBOOHR	\$ 692.53
BOOKPAL	\$ 1,194.90
BSNSPORTS	\$ 3,651.51
CHICKFILA	\$ 176.54
CHIPOTLE	\$ 433.61
CITY EXPERIENCES	\$ 1,203.00
CITY MUSEUM	\$ 1,222.00
CLOUDFLARE	\$ 10.00
COLLECTIVELY ROOTED	\$ 156.00
COLORBLAZE	\$ 220.00
Concur Technologies	\$ 2,519.55
CONSOLIDATED COMMUNICATIONS	\$ 3,299.06
COURTYARD BY MARRIOTT	\$ 346.45
CVS	\$ 35.35
DAVE & BUSTER'S, INC.	\$ 4,234.45
DE STAPAS	\$ 48.94
DELTA	\$ 5,751.22
DICK'S SPORTING GOODS	\$ 142.31
DicksSportingGoods.com	\$ 130.89
DIERBERGS LAKEVIEW	\$ 19.15
DOLLAR TREE	\$ 85.66
DOMINO'S	\$ 113.26
DOORDASH	\$ 1,555.93
DOUBLE TREE	\$ 394.50
EINSTEIN BROS	\$ 1,724.50
EMBASSY SUITES	\$ 6,937.01
ESALEN BOOKSTORE	\$ 12.66
ETSYINC	\$ 10.00
FACEBOOK	\$ 304.85
FAIRFIELD INN KANSAS	\$ 728.57
FIVEGTRANS	\$ 111.91
FLY AWAY CAFE	\$ 2.29
FULFILLMENT PLUS	\$ 9,869.63
GRAND HYATT SAN DIEGO	\$ 24.33
GRAND LUX CAFE CHICAGO	\$ 500.00
GREENVELOPE.COM	\$ 335.00
HAMPTON INN & SUITES	\$ 492.81
HERITAGE BOOK	\$ 45.74
HILTON	\$ 1,427.78
HOLIDAY INN	\$ 765.06
HOTEL 1868	\$ 300.32
HUDSON NEWS	\$ 21.98
HYATT PLACE FAYETTEVILLE	\$ 132.92
IFS INSTITUTE INC.	\$ 249.99
IN *CREATIVE CARNIVALS	\$ 1,843.70

IN *EXECUTIVE MARKETING	\$	900.25
IN *KC PREMIER SERVICES L	\$	375.00
IN *MONGOOSE RESEARCH	\$	83.00
IN *TICO PRODUCTIONS LLC	\$	1,617.38
INDEED	\$	3,231.48
INFINITY TRANSPORTATION	\$	3,134.11
INTER-STATE STUDIO & PUBL	\$	1,001.69
JACK STACK BBQ	\$	95.20
JIMMY JOHNS	\$	3,922.36
KC KIOSK	\$	18.59
KCI NEWS AND GIFTS	\$	90.69
KRIPALU RESERVATIONS	\$	50.00
LA JOLLA SHORES HOTEL	\$	3,175.38
LINKEDIN	\$	359.85
LOGMEIN	\$	36.00
LOVELAND LASER TAG	\$	100.00
LYFT	\$	467.83
MADEINKC	\$	51.65
MARGARITAVILLE RESORT	\$	494.37
MCDONALD'S	\$	7.02
MELS DRIVE-IN	\$	26.29
MIAAA	\$	462.80
MISSOURI STATE HIGH SCHOOL ASSOC	\$	3,126.06
MO SEC OF STATE	\$	52.50
MOES SW GRILL	\$	13.72
MY BLACK CAR	\$	335.00
NATIONAL STUDENT CLEARINGHOUS	\$	17.50
NNA SERVICES LLC	\$	332.00
NYTIMES	\$	56.00
OFFICEDEPOT	\$	49.43
ON CAMPUS MARKETING	\$	245.49
ONCAMPUS MARKETING LLC	\$	236.92
ORORA VISUAL TX LLC	\$	100.50
PANERA	\$	804.92
PAPAJOHNS	\$	127.77
PARTYCITY	\$	13.14
PAYPAL	\$	40.00
PETCO COM	\$	96.01
PHILLIPS 66 - FUEL EXPRESS	\$	69.03
PIZZAHUT	\$	512.34
POKE HOUSE MONTEREY	\$	44.18
PRICE CHOPPER	\$	546.46
PTI*CRIME TOUR	\$	6,204.00
QT 170	\$	17.66
RAISING CANE'S	\$	235.83
REGGAE KITCHEN LLC	\$	126.96
RICHMOND INN & SUITES	\$	287.57
RIVER CITY TS OF MISSOURI	\$	2,985.80
ROCKHURST UCAFE	\$	7.71
SCREENCASTIFY UNLIMITED	\$	1,600.00
SHERATON COUNTRY CLUB PLA	\$	779.63
SMARTSIGN	\$	631.80
SOL FOOD - MILL VALLEY	\$	55.92
SOUTHWEST AIRLINES	\$	237,632.56
SPIN PIZZA	\$	32.63
SPOTIFYUSA	\$	31.98
SQ *STEPHEN'S COURIER	\$	386.80
SQ *THINK COFFEE 8TH	\$	3.54
STAPLES	\$	32.73
STARBUCKS	\$	66.88
SUBWAY	\$	637.09
TARGET	\$	45.12

TAYLOR STREET COFFEE SHOP	\$	5.76
TECHCYCLE	\$	5,827.50
TEXAS SOUTHERN ADMISSIONS	\$	50.00
THE CENTER FOR SELF LEARNING	\$	515.00
THE CORNER MERCANTILE	\$	17.25
THE ESALEN INSTITUTE	\$	9,400.50
TMOBILEINC	\$	24,482.09
TMS*KC GLOBAL LIMOUSINE	\$	425.00
TRUE FOOD KITCHEN	\$	228.21
TST* BRANDED STEAKHOUSE	\$	477.21
TST* Los Tacos	\$	44.05
TST* Shore Rider	\$	76.08
TST* The Westside Local	\$	319.65
TST* TORO LOCO NYC	\$	92.62
TST* Zazie	\$	76.58
TXSOUTHU	\$	50.00
UAF-PARKING PBF	\$	5.40
UBER	\$	290.18
UMKC BOOKSTORE	\$	16.28
UMKC PARKING OPERATION	\$	16.87
UMKC UNION	\$	40.52
UNITED	\$	295.01
UNIV of MO	\$	200.00
USPS	\$	26.95
VERIZON	\$	6,207.22
VINOVOLO	\$	72.49
VISTAPRINT	\$	288.11
WALDO PIZZA	\$	1,091.88
WALMART	\$	762.86
WALNUTCAB	\$	2,472.50
WATERMARK BAR	\$	41.93
WESTPORT CAFE & BAR	\$	178.96
WESTVILLENYC	\$	45.72
WHOLEFOODS	\$	174.98
WILDFLOWER	\$	20.68
YMCA-ESTES PARK CNTR	\$	9,954.00
ZOOM	\$	25,034.50
SEADOG ADVENTURES	\$	1,203.00
Total	\$	461,092.60
Commerce Credit Card Statement Net Rebate	\$	(4,082.17)
Grand Total	\$	457,010.43

Resolution of the Officers Regarding Signature Authority on Bank Accounts

RESOLUTION OF THE BOARD OF DIRECTORS OF THE EWING MARION KAUFFMAN SCHOOL, INC.

Resolution of the Officers Regarding Signature Authority on Bank Accounts

July 13, 2022

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "Corporation") has designated Commerce Bank of Kansas City (hereinafter called Bank) as a depository of the Corporation and various accounts have been opened on behalf of the Corporation; and

WHEREAS, the Board of Directors desires to, and at the regularly schedule board meeting on the above date did in fact, appoint the named individuals below to have the authorizations to sign and approve financial instruments to facilitate the transaction of Corporation business utilizing the funds in such Accounts.

NOW, THEREFORE, IT IS RESOLVED, that, as of the date set forth above, the Board of Directors hereby grants authority to sign checks or other financial instruments to process the payment of the properly incurred obligations of the Corporation as follows:

SECTION A – CHECKS AND FINANCIAL INSTRUMENTS

FURTHER RESOLVED, that any one of the following agents –

- Tracy McFerrin
- Kristin Bechard,
- Hannah Lofthus,
- Cat Cain,
- John Tyler

(each individually an "Account Agent") -- is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments") drawn on a bank account that has been established pursuant to an authorization of the Corporation's Board of Directors (an "Account"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to the Corporation (hereafter "Depositor"). Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or the application of the proceeds of the Instrument. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the

facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

SECTION B – FUND TRANSFERS/WIRES/ACH

FURTHER RESOLVED, that any one of the following agents –

- Tracy McFerrin
- Kristin Bechard,
- Hannah Lofthus,
- Cat Cain,
- John Tyler

(each individually a "Fund Transfer Agent") -- is authorized to make or verify written, telephonic or verbal requests for the transfer of funds, including wire transfers and ACH debits, from the Account to other accounts of Depositor or to third parties; to enter into agreements with Bank providing for such fund transfers; and to designate other Fund Transfer Agents. Bank is authorized to honor all such fund transfers when given or purported to be given by any Fund Transfer Agent.

SECTION C – SECURITIES/INVESTMENTS/MONEY MARKETS

FURTHER RESOLVED, that any one of the following agents –

- Tracy McFerrin
- Kristin Bechard,
- Hannah Lofthus,
- Cat Cain,
- John Tyler

(individually "Investment Agent") -- is authorized to buy, sell, assign, transfer and/or deliver any and all stocks, bonds or other securities now owned or hereafter acquired and registered in the name of Depositor or its nominee(s). Any Investment Agent is authorized to enter into any agreements with Bank relating to securities or investments, including, but not limited to, safekeeping agreements and repurchase agreements. Any Investment Agent is authorized to give Bank instructions required to buy, sell or otherwise deal in securities; to receive, withdraw, receipt for and direct the disposition of money, securities and property of every kind held in safekeeping with Bank; and to receive any

communications from Bank and to sign any documents relating to securities or investment transactions.

SECTION D – TREASURY SERVICES/ELECTRONIC BANKING

FURTHER RESOLVED, that any one of the following agents –

- Tracy McFerrin
- Kristin Bechard,
- Hannah Lofthus,
- Cat Cain,
- John Tyler

(each individually a “Treasury Services Agent”) -- is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that the foregoing resolutions shall remain in full force and effect until written notice of their amendment or rescission shall have been received by Bank and Bank has had a reasonable opportunity to act as provided in Bank’s *Deposit Agreement*.

FURTHER RESOLVED, that management is charged with responsibility for and is empowered to take those actions and execute any instruments as reasonably necessary to implement this resolution including any standard form of corporate banking resolutions of required by any bank at which an Account has been properly established. Any such form resolutions must be delivered to the Secretary of the Corporation and included in the board book of the Corporation upon their execution and upon such delivery will be deemed to have been authorized by the Board of Directors.

RESOLVED, that each officer of the Corporation is authorized and directed to take any further action and to execute, deliver and file any documents in the name and on behalf of the Corporation, and to pay any fees and expenses, as in his or her judgment may be necessary or advisable in order to carry out the foregoing resolutions.

Summary of Items for July 2022 Board Meeting

Headline	Pages	Summary
Updated Paid FMLA Leave Policy	Board Packet: Page 28	<p>We propose changes to the schools Paid FMLA Leave Policy.</p> <p>The previous policy provided:</p> <ul style="list-style-type: none"> - 20 days at 100% of salary - 20 days 80% of salary - Remaining time allowed under FMLA at 0% of salary <p>The new policy provides:</p> <ul style="list-style-type: none"> - 20 days at 100% of salary - 40 days at 50% of salary <p>The new policy also:</p> <ul style="list-style-type: none"> - Names that employees can but are not required to supplement leave paid at 50% of salary with available PTO. - Eliminates the requirement to exhaust PTO prior to using Paid FMLA Leave under any circumstances. <p><i>Committee Action:</i> Recommend the Board approve the proposed changes to the Paid FMLA Leave policy.</p> <p><i>Board Action:</i> Approve the proposed changes to the Paid FMLA Leave policy.</p>
Remote Work during Leave Policy	Board Packet: Page 29	<p>We have drafted a new policy that outlines the criteria for and the procedure we would follow in the case that a team member who is eligible for leave (i.e. FMLA leave) wishes to continue to work on a part-time basis during their leave period and appropriate remote work is identified by the employee's supervisor.</p> <p><i>Committee Action:</i> Recommend the Board approve the addition of the Remote Work during Leave policy.</p> <p><i>Board Action:</i> Approve the addition of the Remote Work during Leave policy.</p>

<p>Updated Staff Compensation Policy</p>	<p>Board Packet: Pages 30-34</p>	<p>This spring, we completed a salary study that engaged over a dozen Kansas City-based charter schools. Using this information, we updated the salary scales for all positions. In most cases, this resulted in an increase in the base salary on scales. No staff member experienced a reduction in base salary as a result of this research.</p> <p>Based on the updates to the Teacher salary scale, the policy language that applies to “Early Instructional Staff” is no longer applicable. The proposed edits remove this language from the policy.</p> <p>In 2020, we added the Unused PTO Payout policy. As a pilot program, we provided compensation of \$12/hour to every employee who had PTO remaining at the end of the year. In the context of the 2022-23 school year and in conjunction with the Sub Coverage Compensation Policy (outlined in the Supplemental Pay Scope Duties & Schedule document), we propose to update the policy to payout unused PTO at the employee’s hourly rate. The 2022-23 budget was built with the assumption that this change would be approved.</p> <p>Committee Action: <i>Recommend the Board approve changes to the Staff Compensation policy.</i></p> <p>Board Action: <i>Approve changes to the Staff Compensation policy.</i></p>
<p>Updated Supplemental Pay Scope Duties</p>	<p>Board Packet: Pages 30-34</p>	<p>The Supplemental Pay Schedule and Scope Duties document outlines opportunities for staff members to earn additional compensation for taking on high-leverage responsibilities that support the School’s priorities. There are three separate Supplemental Pay documents – one for Mid-Level Leadership roles, one for Athletics & Activities, and one for Instructional roles.</p> <p>We propose the following edits:</p> <ul style="list-style-type: none"> ● Mid-Level Leadership: <ul style="list-style-type: none"> ○ The elimination of the Department Chair role from the Supplemental Pay Schedule. Teachers who support in a Department Chair capacity will be compensated for this role in their base pay. ● Athletics & Activities: <ul style="list-style-type: none"> ○ The addition of roles related to EMKS/University Academy co-op athletics programs. ● Instructional: <ul style="list-style-type: none"> ○ Clarification of extra teaching time as applicable to LSS roles. ○ Elimination of language that reflects Sub Coverage Compensation as a short-term supplemental pay opportunity.

<p>Update to Homeless Liaison</p>	<p>Committee Packet: N/A</p>	<p>We propose to change the School’s Homeless Liaison from Cat Cain, former Director of Operations and current Chief of Staff, to Daniel Velazquez, current ELL Program Manager and Family/Community Liaison.</p> <p>The Homeless Liaison is ultimately responsible for ensuring compliance with the <i>The McKinney-Vento Homeless Assistance Act and any other School policies as they relate to the support of homeless students.</i></p> <p><i>The Homeless Liaison is referenced in the School’s Student Family Handbook and the School’s Compliance Checklist, hence the requirement for Board approval of this change.</i></p> <p>Committee Action: <i>Recommend the Board approve the change in Homeless Liaison from Cat Cain to Daniel Velazquez.</i></p> <p>Board Action: <i>Approve the change in Homeless Liaison from Cat Cain to Daniel Velazquez.</i></p>
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Updated Paid FMLA Leave Policy

Paid vs. Unpaid FMLA Leave

FMLA does not require employers to pay Team Members during qualified FMLA leave. However, in the following circumstances of qualified FMLA leave, the Kauffman School will offer paid leave in the amounts and for the durations listed below:

Type of Qualified FMLA Leave	Hours of Paid Time Off
Maternity, Paternity, Adoption	20 days paid at 100%
	40 days paid at 50%
Leave for the Employee's Own Serious Medical Condition	20 days paid at 100%
	40 days paid at 50%

The team member has the option to supplement leave paid at 50% of salary with accrued, unused, available PTO.

In situations where spouses or domestic partners work for the same employer and each spouse/domestic partner is eligible to take FMLA leave for the same FMLA-qualifying leave reason (i.e. the birth, adoption or foster care placement of a child,), one spouse/domestic partner will receive paid leave according to the above policy. The second spouse/domestic partner will be paid for 10 days at 100% of the Team Member's salary and 10 days at 80% of the Team Member's salary. The employee may then use any accrued, unused PTO available. Once PTO is exhausted, the remaining leave will be unpaid.

Qualified FMLA leave to care for a child, spouse/domestic partner, or parent, including military caregiver leave, will be unpaid. Team members have the option to use any accrued, unused, or available PTO.

During any leave of absence, including FMLA leave, outside employment is prohibited.

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Commented [KP1]:

The previous policy provided:

- 20 days at 100%
- 20 days 80%
- Remaining time allowed under FMLA at 0%

The new policy provides:

- 20 days at 100%
- 40 days at 50%

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Commented [KP2]: While we think most employees will opt out of using available PTO during FMLA, we want to provide the option to do so.

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Remote Work During Leave Policy

Remote Work during Leave

If the following conditions are met, an employee may be approved to engage in paid, remote work during a leave of absence:

- The employee expresses interest in engaging in work during leave
- The employee's supervisor identifies high-leverage work that can be completed remotely during the leave period and that contributes to the School's priorities

If an employee is approved to engage in remote work during leave, the employee will be paid at their equivalent hourly rate. Any paid time will not be recorded as leave.

Commented [KP4]:

This is a newly proposed policy. This policy will allow team members who wish to work remotely during a period of leave to do so if appropriate remote work opportunities are available.

While the policy is applicable to any employee on leave, we are proposing it primarily to support employees who require leave but are not eligible for the School's Paid FMLA policy.

Updated Staff Compensation Policy

Policy 4150: Employment – Staff Monetary Compensation

The School recognizes that monetary compensation is an integral part of a performance culture that recognizes achievement. It is also one of several factors that contribute to attracting, retaining, motivating, and rewarding the talented staff members that make the School great and that contribute to student success academically and in other ways. These objectives are achieved best when monetary compensation is known with clarity and/or able to be determined with certainty in advance.

School personnel generally fall into four categories regarding compensation:

1. Instructional Staff, who are hired for two (2) year terms (although either may terminate the arrangement early), who work 11 months per year, and who are paid in equal installments on regular paydays over a twelve (12) month period from on or about July 16 through July 15 of each;
2. Administrative and Operational Staff, who are hired without specific terms and who are paid in equal installments on regular paydays during and through the calendar year; and
3. Trainees who are hired on a preliminary basis for a short-term, usually around sixty days.

Deleted: <#>Early Instructional Staff are Instructional Staff with less than three (3) years of independent classroom experience.

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Compensation for the first three categories consists of some or any of the following:

- i. Base Compensation;
- ii. Compensation Increases, including Cost of Living Adjustments and Merit Increases;
- iii. Executive Bonuses for designated employees only
- iv. Supplemental Pay/Staff Bonuses; and
- v. Compensation for Unused PTO

Compensation for trainees consists of base compensation only as provided for in their engagement letter.

Base Compensation

For Instructional Staff (including Teaching Fellows), base compensation for the first academic year increment of each two year agreement shall be stated with certainty in the employment contract before the person begins providing services for the first academic year increment, generally by June 30. Base compensation for the second academic year increment shall be determined in accordance with the policies and procedures below and shall be ascertained and stated in writing before the person begins providing services for such second academic year increment, generally by June 30.

Deleted: For Early Instructional Staff who surpass two years of independent classroom teaching experience during a contract period, their base compensation for the next academic year shall be \$41,000 or such other amount as the Chief Executive Officer shall determine in writing in advance* of the second academic year increment, provided the person is not on a performance improvement plan during the final evaluation period.

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For 12-month Administrative and Operational Staff, base compensation beginning with the staff member's hiring shall be stated with certainty in the engagement letter before the person begins working at the School. Compensation for services for years beginning each

subsequent July 1st shall be determined in accordance with the policies and procedures set forth below and shall be stated with specificity in writing before June 30 of each subsequent year (which is and will be before the person begins providing services for the subsequent year).

Compensation Increases:

Compensation for the second academic year of a two-year contract for Instructional Staff shall be determined by the following:

- A. Prior year's compensation, plus
- B. A cost of living adjustment (COLA), if applicable (Note: COLAs are not guaranteed. Management will determine annually before July 1 of each year whether a COLA will be implemented, and if applicable, the COLA rate. If a COLA will be implemented, all employees will receive the COLA at the defined rate), plus
- C. A Merit Increase equal to 1 – 3 % of the prior period's compensation, with the specific increase percentage determined and documented in advance by July 1 of each year, if one of the following conditions is met:
 - i. The staff member received an "Effective" rating on their Mid-Year Evaluation, and maintained the "Effective" rating through End-of-Year.
 - ii. The staff member received a "Beginning" or "Developing" rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

Compensation for years beginning on or about the subsequent July 1st for Administrative Staff shall be determined by the following:

- A. Prior year's compensation, plus
- B. A cost of living adjustment (COLA), if applicable (Note: COLAs are not guaranteed. Management will determine annually before July 1 of each year whether a COLA will be implemented, and if applicable, the COLA rate. If a COLA will be implemented, all employees will receive the COLA at the defined rate), plus
- C. A Merit increase based on the following:
 - i. If the staff member earns less than \$70k annually:
 - 1. A Merit increase of 1-3% if the staff member is rated "Effective" on their Mid-Year Evaluation, and maintained the "Effective" rating through End-of-Year, or received a "Beginning" or "Developing" rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.
 - ii. If the staff member earns \$70k - \$100k annually:
 - 1. A Merit increase of 1-3% if the staff member is rated "Effective" on their Mid-Year Evaluation, and maintained the "Effective" rating through End-of-Year, or received a "Beginning" or "Developing" rating on their Mid-Year Evaluation, but demonstrated growth by

successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

iii. If the staff member earns more than \$100k annually:

1. A Merit increase is not guaranteed, regardless of performance.
2. Management will determine annually before July 1 of each year whether a Merit Increase will be implemented.
3. If a Merit increase is implemented, a Merit increase of 1-3% if the staff member is rated "Effective" on their Mid-Year Evaluation, and maintained the "Effective" rating through End-of-Year, or received a "Beginning" or "Developing" rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

Executive Bonuses

The School's Board may designate certain executive personnel as eligible to receive bonuses and compensation adjustments other than or in addition to those provided for above based on a written plan established by the Board in advance of the period for which services are rendered and subject to evaluation. Such plan shall state the amount of the bonus pool available, targets/objectives to be achieved, and other criteria, including for partial payout, if any.

Supplemental Pay/Staff Bonuses

Supplemental Pay and Bonuses do not get incorporated into Base Compensation for subsequent years and are not factored into the Compensation Increases. Supplemental Pay may be paid over time or in a lump sum. Bonuses are one-time, lump sum payments.

There are two categories of Supplemental Pay for fulfilling responsibilities assumed in addition to the staff member's regularly assigned responsibilities: (1) those that are characterized primarily by the scope of the duties (e.g., coaching, being a grade team leader, etc.) ("Scope Duties"), and (2) those that are characterized primarily by virtue of the time commitment necessary to fulfill them on an interim or short term basis ("Other Duties").

Supplemental Pay--Scope Duties. Regarding Scope Duties, a Supplemental Scope Duties Schedule* shall be provided to all staff by August 30 for the coming academic year and shall specifically describe the responsibilities and corresponding amount to be paid for fulfilling the responsibilities. If the need arises during the year to expand the Schedule, the School will update and distribute the revised Schedule * before anyone assumes those responsibilities or as near as possible to when performance of those responsibilities begins.

Except as provided in the next sentence, compensation for supplemental Scope Duties shall be paid according to the timing provided for in the Schedule, or upon leaving employment, provided in all cases that the responsibilities have been satisfactorily completed prior to

that time. If the responsibilities of Scope Duties last an entire academic year, compensation will be provided in the regular paychecks by the end of January and the end of June.

Supplemental Pay--Other Duties. Regarding Other Duties, the responsibilities, projected time commitments, and pay amounts that are commensurate with the additional responsibilities shall be described in writing* in advance or as near as reasonably possible to the assumption of those responsibilities. This may not be a schedule as with Scope Duties but may be responsibilities assigned to a discrete person for which documentation will be developed and maintained.

Except as provided in the next sentence, compensation for Other Duties shall be paid according to the timing provided for in the writing that documents the duties and compensation or upon leaving employment, provided that prior to leaving employment a reasonable, good faith estimate can be made as to the prorated amount of the responsibilities are satisfactorily fulfilled.

Staff Bonuses. All non-executive staff may be eligible to receive a Bonus(es) based on performance during the preceding year or other evaluation period established in advance. The standards to be met, the criteria for assessing performance against those standards, and bonus amounts or percentages of Base Compensation shall be approved by the Chief Executive Officer in writing and in advance of the applicable performance period.* The assessment shall also be documented and included in the staff person's file. Standards might include such topics as student achievement that substantially surpasses expectations, teamwork beyond that which is otherwise expected in a high performing environment, assuming new responsibilities and excelling at fulfilling them along with pre-existing duties and responsibilities.

Compensation for Unused PTO

The PTO policy is defined in the School's Personnel Policies. PTO is tracked by Human Resources. As of June 30, Human Resources will confirm each employee's unused PTO for the period of July 1 through June 30. Employees may elect to rollover PTO to the following year; rollover policies are defined the in School's Personnel Policies. Employees may also elect to receive compensation in the July 15 payroll for unused PTO from the period of July 1 through June 30. Employees who remain employed through June 30 will be compensated for any unused PTO at [the employee's hourly rate](#). Employees who voluntarily or involuntarily separate from the School prior to June 30 will not be compensated for any unused PTO. To rollover or receive compensation for unused PTO, employees will be required to sign a form requesting such rollover or payout; this form will be created by Human Resources and sent to the employee on or before June 30.

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Commented [KP8]: Change will increase payout from a flat rate of \$12/hour to each employee's equivalent hourly rate.

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Requirement That Compensation Be Reasonable

In all instances, total compensation – the aggregate of all amounts paid to a staff member for work performed -- shall be reasonable as evaluated against market conditions and

comparable, peer opportunities, and as informed by relevant ranges established for levels within the School.

*Such documentation shall be provided to the Governance Committee.

Revised and adopted (7/13/2022)

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Updated Supplemental Pay Scope Duties

Mid-Level Leadership



2022 – 2023 Supplemental Pay Scope Duties Schedule – Mid-Level Leadership

Overview

Team members are compensated with Supplemental Pay for fulfilling responsibilities defined in this Supplemental Pay Scope Duties Schedule – Mid-Level Leadership and assumed in addition to the staff member's regularly assigned responsibilities.

Payment Timelines

Supplemental Pay for responsibilities defined in this Supplemental Pay Scope Duties Schedule – Mid-Level Leadership will be split across two payments, the first in the January 31st payroll and the second in the June 30th payroll.

Relevant Definitions

- **Shared Responsibility:** The roles/tasks defined below are intended to be fulfilled by a single team member for the duration of the entire academic year, and supplemental pay amounts are defined accordingly. In the event that the responsibilities of any role/task are shared between two or more team members, the total supplemental pay amount will be split according to the applicable Pro-Rating determination defined below.
- **Pro-Rating:**
 - *Shared Responsibility:* If a team member shares a role with one or more team members, each team members' responsibilities will be estimated as a percentage of the whole role/task and the supplemental pay amount will be divided accordingly. For example, if two team members equally share a role/responsibilities for which one person would be paid \$1,000, each team member will receive \$500 in supplemental pay. If two team members share a role/responsibilities and one person takes on 60% of the responsibilities and the other takes on 40%, the first team member would receive \$600 in supplemental pay, while the second team member would receive \$400.
 - *Partial Completion of Role/Responsibilities:* If a team member only partially fulfills the defined responsibilities of a role, their supplemental pay amount will be adjusted accordingly. For example, if a team member only fulfills 50% of the expectations of a \$1,000 role, the team member would receive \$500 in supplemental pay. Partial completion may be defined in advance as the expectation or may be determined by the supervisor based on an evaluation of the team member's performance.
 - *Partial Year in Role:* If a team member takes on a responsibility mid-year or withdraws from the role prior to the end of the year, their supplemental pay will be adjusted accordingly. For example, if a team member only takes on a \$1,000 role for one academic quarter, the team member would receive \$250 in supplemental pay.

Supplemental Pay Agreements

Team members taking on roles and responsibilities defined in this Supplemental Pay Scope Duties Schedule – Mid-Level Leadership must sign a Supplemental Pay Agreement each academic year. The supplemental pay agreement will clearly define the role, responsibilities, supervisor, supplemental pay amount, and timeline for payment. Whenever known at the time agreements are executed, shared responsibility and pro-rating of supplemental pay will be defined in the team member's agreement. In cases where supplemental pay is pro-rated due to the team member's performance, feedback on the team member's performance will be documented and shared with the team member prior to June 30.

Compensation Criteria & Details

Role	Supplemental Pay	Estimated Hours	Inputs: General Description of Responsibilities
Grade Team Chair – High School	\$2,000	The following hours are an estimate. Total Approx. Hours/Week: 4-8 hours Length of Role: 43 weeks Additional hours for planning and meetings during the summer and/or school vacations may be required.	<ul style="list-style-type: none"> Culture Data/GPA Meeting Weekly Walkthrough GPA Huddle – Preparation & Facilitation Weekly R&P Audits Grade Team Meetings – Preparation Misc. Responsibilities specific to grade team needs
Grade Team Chair – Middle School	\$2,000	The following hours are an estimate. Total Approx. Hours/Week: 4-8 hours Length of Role: 43 weeks Additional hours for planning and meetings during the summer and/or school vacations may be required.	<ul style="list-style-type: none"> Culture Data, GPA and/or Mid-Level Leader Meetings Daily classroom walkthroughs Misc. Responsibilities specific to grade team needs
Grade Level Content Lead (GLCL) – High School	\$2,500	The following hours are an estimate. Total Approx. Hours/Week: 9-11 hours Length of Role: 43 weeks Additional hours for planning and meetings during the summer and/or school vacations may be required.	<ul style="list-style-type: none"> Internalization – Preparation & Facilitation Lesson Plan Feedback Curriculum, Scope & Sequence Management, Unit Planning Culture Data Meeting Misc. Responsibilities specific to content area needs, including one or more of the following: <ul style="list-style-type: none"> Push-in Support Dual Credit Work GLCL O3 Weekly Data Review & Reteach Planning

Grade Level Content Lead (GLCL) – Middle School	\$2,500	The following hours are an estimate. Total Approx. Hours/Week: 8-12 hours Length of Role: 43 weeks Additional hours for planning and meetings during the summer and/or school vacations may be required.	<ul style="list-style-type: none"> Internalization – Preparation & Facilitation Lesson Planning / Lesson Visions Curriculum, Scope & Sequence Management Culture Data, GPA and/or Mid-Level Leader Meetings Gradebook Checks ANET and /or Summative Updates Daily 7 AM Practice Push-in Support
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Department Head – High School

Deleted: <#>State of the School, Culture Data/GPA & ILT Meetings
Assessment Management
Interim Data Analysis, Data Day Planning & Priority Planning
Teacher Management & Coaching
Friday PD Planning
Curriculum, Scope & Sequence Management, Unit Planning

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Total Hours per week: **16-22 hours**
Length of Role: **43 weeks**
Additional hours for planning and meetings during the summer and/or school vacations may be required.

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Department Head – Middle School

Deleted: <#>State of the School, Culture Data/GPA & ILT Meetings attendance and preparation
Assessment Management for department/assigned grade levels
Interim Data Analysis, Data Day Planning & Priority Planning
Teacher Management & Coaching
Friday PD Planning ... [2]

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Total Hours per week: **16-22 hours** ... [1]

Athletics & Activities



2022 – 2023 Supplemental Pay Scope Duties Schedule – Athletics & Activities

Overview

Team members are compensated with Supplemental Pay for fulfilling responsibilities defined in this Supplemental Pay Scope Duties Schedule – Athletics & Activities and assumed in addition to the staff member's regularly assigned responsibilities.

Payment Timelines

Supplemental Pay for responsibilities defined in this Supplemental Pay Scope Duties Schedule – Athletics & Activities will be paid according to the following schedule:

- Fall Athletics Coaches: paid in the January 31st payroll
- Winter Coaches: paid in the March 31st payroll
- Spring Athletics Coaches: paid in the June 30th payroll
- Year-Long Extra-Curricular Advisors: split across two payments, the first in the January 31st payroll and the second in the June 30th payroll.
- Session 1 Afterschool Clubs Program Lead: paid in the January 31st payroll
- Sessions 2 and/or 3 Afterschool Clubs Program Lead : paid in the June 30th payroll
- Athletics & Special Event Workers: paid in the payroll following the submission of timesheet(s)

Relevant Definitions

- **Shared Responsibility:** The roles/tasks defined below are intended to be fulfilled by a single team member for the duration of the entire academic year, and supplemental pay amounts are defined accordingly. In the event that the responsibilities of any role/task are shared between two or more team members, the total supplemental pay amount will be split according to the applicable Pro-Rating determination defined below.
- **Pro-Rating:**
 - *Shared Responsibility:* If a team member shares a role with one or more team members, each team members' responsibilities will be estimated as a percentage of the whole role/task and the supplemental pay amount will be divided accordingly. For example, if two team members equally share a role/responsibilities for which one person would be paid \$1,000, each team member will receive \$500 in supplemental pay. If two team members share a role/responsibilities and one person takes on 60% of the responsibilities and the other takes on 40%, the first team member would receive \$600 in supplemental pay, while the second team member would receive \$400.
 - *Partial Completion of Role/Responsibilities:* If a team member only partially fulfills the defined responsibilities of a role, their supplemental pay amount will be adjusted accordingly. For example, if a team member only fulfills 50% of the expectations of a \$1,000 role, the team member would receive \$500 in supplemental pay. Partial completion may be defined in advance as the expectation or may be determined by the supervisor based on an evaluation of the team member's performance.
 - *Partial Year in Role:* If a team member takes on a responsibility mid-year or withdraws from the role prior to the end of the year, their supplemental pay will be adjusted accordingly. For example, if a team member only takes on a \$1,000 role for one academic quarter, the team member would receive \$250 in supplemental pay.

Supplemental Pay Agreements

Team members taking on roles and responsibilities defined in this Supplemental Pay Scope Duties Schedule – Athletics & Activities must sign a Supplemental Pay Agreement each academic year. The supplemental pay agreement will clearly define the role, responsibilities, supervisor, supplemental pay amount, and timeline for payment. Whenever known at the time agreements are executed, shared responsibility and pro-rating of supplemental pay will be defined in the team member’s agreement. In cases where supplemental pay is pro-rated due to the team member’s performance, feedback on the team member’s performance will be documented and shared with the team member prior to January 31st (for roles paid in the January 31st payroll), or March 31st (for roles paid in the March 31st payroll) or June 30th (for roles paid in the June 30th payroll).

Compensation Criteria & Details

Role	Supplemental Pay	Description of Responsibilities
Athletics & Special Events Worker	\$15/hour	<p>Serve in one of the following roles at an athletics event:</p> <ul style="list-style-type: none"> • Manage admissions table • Manage concessions stand • Run scoreboard/clock • Manage scorebook • Monitor students and visitors in attendance • Support with event safety and security <p>Support at a special event, including but not necessarily limited to:</p> <ul style="list-style-type: none"> • New Student Recruitment & Enrollment events • Family Engagement events • Talent Recruitment events
Afterschool Clubs Program Lead	\$100/each 8-10 week session	Lead a student group in the Afterschool Clubs Program and support with Clubs dismissal
Assistant Coach – Middle School Athletics	\$500	Serve as Assistant Coach for a Middle School Athletics program; fulfill all responsibilities detailed in Coach Agreement
Head Coach – Middle School Athletics	\$1,500	Serve as Head Coach for a Middle School Athletics program; fulfill all responsibilities detailed in Coach Agreement

Role	Supplemental Pay	Description of Responsibilities
Year-Long Extra-Curricular Advisor – Head Advisor	\$1,500	<p>Serve as Head advisor for a year-long Extra-Curricular program</p> <ul style="list-style-type: none"> • Hold weekly/bi-weekly practice sessions • Have clear practice schedule with materials/resources prepped • Communicate with families about practice times and expectations
Year-Long Extra-Curricular Advisor – Asst. Advisor	\$1,000	<p>Serve as Asst advisor for a year-long Extra-Curricular program</p> <ul style="list-style-type: none"> • Hold weekly/bi-weekly practice sessions • Have clear practice schedule with materials/resources prepped • Communicate with families about practice times and expectations
Assistant Coach – Freshman Athletics	\$500	Serve as Assistant Coach for a Freshman Athletics program; fulfill all responsibilities detailed in Coach Agreement
Head Coach – Freshman Athletics	\$1,000	Serve as Head Coach for a Freshman Athletics program; fulfill all responsibilities detailed in Coach Agreement
Assistant Coach – Junior Varsity Athletics	\$1,000	Serve as Assistant Coach for a Junior Varsity Athletics program; fulfill all responsibilities detailed in Coach Agreement
Head Coach – Junior Varsity Athletics	\$1,500	Serve as Head Coach for a Junior Varsity Athletics program; fulfill all responsibilities detailed in Coach Agreement
Assistant Coach – Varsity Athletics	\$1,000	Serve as Head Coach for a Junior Varsity Athletics program and/or Assistant Coach for a Varsity Athletics program; fulfill all responsibilities detailed in Coach Agreement
Head Coach – Varsity Athletics	\$2,500	Serve as Head Coach for a Varsity Athletics program; fulfill all responsibilities detailed in Coach Agreement
Football EMKS Lead Co-op Coach	\$3,000	Serve as the Lead Co-op Coach for Football
Co-op Liaison	\$1,500	Serve as the Co-op Liaison for any UA/EMKS Co-op Athletics program

Note: A coach will only be compensated for one position in a given season. For example, if an individual serves as both the head coach of the JV boys basketball team and an assistant coach for the Varsity boys basketball team, that individual would be compensated for the JV head coach role.

Instructional



2022 – 2023 Supplemental Pay Scope Duties Schedule – Instructional Program

Overview

Team members are compensated with Supplemental Pay for fulfilling responsibilities defined in this Supplemental Pay Scope Duties Schedule – Instructional Program and assumed in addition to the staff member’s regularly assigned responsibilities.

Payment Timelines

- Supplemental Pay for most responsibilities defined in this Supplemental Pay Scope Duties Schedule – Instructional Program will be paid in the June 30th payroll.

Relevant Definitions

- **Shared Responsibility:** The roles/tasks defined below are intended to be fulfilled by a single team member for the duration of the entire academic year, and supplemental pay amounts are defined accordingly. In the event that the responsibilities of any role/task are shared between two or more team members, the total supplemental pay amount will be split according to the applicable Pro-Rating determination defined below.
- **Pro-Rating:**
 - *Shared Responsibility:* If a team member shares a role with one or more team members, each team members’ responsibilities will be estimated as a percentage of the whole role/task and the supplemental pay amount will be divided accordingly. For example, if two team members equally share a role/responsibilities for which one person would be paid \$1,000, each team member will receive \$500 in supplemental pay. If two team members share a role/responsibilities and one person takes on 60% of the responsibilities and the other takes on 40%, the first team member would receive \$600 in supplemental pay, while the second team member would receive \$400.
 - *Partial Completion of Role/Responsibilities:* If a team member only partially fulfills the defined responsibilities of a role, their supplemental pay amount will be adjusted accordingly. For example, if a team member only fulfills 50% of the expectations of a \$1,000 role, the team member would receive \$500 in supplemental pay. Partial completion may be defined in advance as the expectation or may be determined by the supervisor based on an evaluation of the team member’s performance.
 - *Partial Year in Role:* If a team member takes on a responsibility mid-year or withdraws from the role prior to the end of the year, their supplemental pay will be adjusted accordingly. For example, if a team member only takes on a \$1,000 role for one academic quarter, the team member would receive \$250 in supplemental pay.

Supplemental Pay Agreements

Team members taking on roles and responsibilities defined in this Supplemental Pay Scope Duties Schedule – Instructional Program must sign a Supplemental Pay Agreement each academic year. The supplemental pay agreement will clearly define the role, responsibilities, supervisor, supplemental pay amount, and timeline for payment. Whenever known at the time agreements are executed, shared responsibility and pro-rating of supplemental pay will be defined in the team member’s agreement. In cases where supplemental pay is pro-rated due to the team member’s performance, feedback on the team member’s performance will be documented and shared with the team member prior to June 30.

Compensation Criteria & Details

Hours Range	Supplemental Pay	Description of task/role at this level
15-25 hours	\$250	<ul style="list-style-type: none"> • Coached August PD & Year Long rounds with teachers: attended morning sessions and executed practice perfect during PDs in August & during the year • Coached/mentored another teammate for 8-10 weeks through coaching sessions or development meetings (25 hours) <ul style="list-style-type: none"> ○ 3-5 practice sessions a week ○ Regularly co-planning and feedback on lesson plans or classroom instruction ○ 3-5 times/week observation ○ Created S&S for development and support ○ Mentor teacher met weekly targeted benchmarks Sending nightly email with progress ○ Created S&S for development and support <p><i>NOTE: This does not include beginning of year push in support. This includes completing the responsibilities above.</i></p>
		<ul style="list-style-type: none"> • If below criteria are met, Staff Committees or Projects include <ul style="list-style-type: none"> ○ PREP Lead, (15-25 hours/year) including following criteria: <ul style="list-style-type: none"> ▪ Updating curriculum from previous year ▪ Sending out necessary materials ▪ Prepping other teachers to ensure curriculum is prepared ○ Fun Friday Lead (15-25 hours/year) including following criteria: <ul style="list-style-type: none"> ▪ Weekly show flow ▪ Logistics and coordination: teacher, placement, rosters, operations functions, supplies • <i>Note: If the above criteria did not apply to Fun Friday, this would be pro-rated based on responsibilities.</i> • Lead or Point Person of a special project or committee with demonstrated output and required planning responsibilities (show flows, other docs) in additional to normal job duties (15-25 hours) <ul style="list-style-type: none"> ○ Maintained full teaching responsibilities ○ Followed through on creating delegated materials and responsibilities ○ Attended 90% of committee or project meetings
		<ul style="list-style-type: none"> • Provide homebound services to student (15-25 hours) <ul style="list-style-type: none"> ○ Perform additional teaching responsibilities (nights & weekends) ○ Maintain full teaching responsibilities ○ Follow through on all necessary services and all hours

Hours Range	Supplemental Pay	Description of task/role at this level
26-50 hours	\$500	Coaching/ Mentorship <ul style="list-style-type: none"> Coached/mentored teammate <u>beyond 10 weeks</u> through coaching sessions or development meetings <ul style="list-style-type: none"> 3-5 practice sessions a week Regularly co-planning and feedback on lesson plans or classroom instruction 3-5 times/week observation Created S&S for development and support Mentor teacher met weekly targeted benchmarks
		Staff Committees or Projects <ul style="list-style-type: none"> Lead or Point Person of a special project or committee with demonstrated output and required planning responsibilities (show flows, other docs) in addition to normal job duties (26-50 hours) <ul style="list-style-type: none"> Maintained full teaching responsibilities Followed through on creating delegated materials and responsibilities Attended 90% of committee or project meetings
51-100 hours	\$1,000	Staff Committees or Projects <ul style="list-style-type: none"> If below criteria are met, Staff Committees or Projects include: <ul style="list-style-type: none"> STEP coordination (53 + hours/year) Special project or committee with demonstrated output in addition to normal job duties (51-100 hours) <ul style="list-style-type: none"> Maintained full teaching responsibilities Followed through on creating delegated materials and responsibilities Attended 90% of committee or project meetings
		School program Sponsorship <ul style="list-style-type: none"> Prepared and led community meetings for entire year, from August until June (36 weeks X 2 hour/week = 72 hours). <ul style="list-style-type: none"> Maintained full teaching responsibilities Created weekly show flow, script PowerPoint, activities, visitors Ensure logistics were consistently taken care of (set up, awards, clean up, technology, supplies)
		Teaching Time <ul style="list-style-type: none"> Taught extra classes with fewer than typical planning periods, 1 semester: (1 planning period = 1 hour) <ul style="list-style-type: none"> Content teachers with graded courses: fewer than 3 plan periods for 1 semester (4 additional teaching hours/week X 18 weeks = 72 additional teaching hours per semester) LSSs: fewer than 2 plan periods for 1 semester (4 additional teaching hours/week X 18 weeks = 72 additional teaching hours per semester) Fitness Teachers: fewer than 2 plan periods for 1 semester (4 additional teaching hours/week X 18 weeks = 72 additional teaching hours per semester)

Hours Range	Supplemental Pay	Description of task/role at this level
101+ hours	\$1,500	Teaching Time <ul style="list-style-type: none"> Taught extra classes with fewer than typical planning periods for entire year (1 planning period = 1 hour) <ul style="list-style-type: none"> Content teachers with graded courses: fewer than 3 plan periods for the entire year (4 hours/week X 36 weeks = 144 hours) LSSs: fewer than 2 plan periods for the entire year (4 hours/week X 36 weeks = 144 hours) Fitness Teachers: fewer than 2 plan for the entire year (4 hours/week X 36 weeks = 144 hours)
		Fulfill all of the following responsibilities: <ul style="list-style-type: none"> Parent Communication <ul style="list-style-type: none"> Support conferences with no translator for HS Serve as point person for HS teachers needing to contact Spanish-Speaking families (5-6 calls/wk) Serve as family liaison re: Hispanic Heritage month Serve as point person for Spanish Speaking families requesting information about the school Family Events (College Coffeehouse, HS Info night, recruitment events, etc.) <ul style="list-style-type: none"> Meet with event coordinator before event to review presentation Adapt presentation for Spanish speaking families Hold quarterly workshop for Spanish Speaking parents <ul style="list-style-type: none"> Reading grade reports Helping parents know how to support students with lifework How to ID assignments for kids to revise What's going on at the school overall Neighborhood Outreach <ul style="list-style-type: none"> Attend 4-5 outside-of-school recruitment events to support parents Translate presentations and deliver to Spanish Speaking families Answer questions of native Spanish Speakers

Hours Range	Supplemental Pay	Description of task/role at this level
Unlimited	Hourly, compensation based on employee's hourly rate*	Short-Term Opportunity**: Teacher Sub Coverage <ul style="list-style-type: none"> Coverage for an absent teacher's class One full class period of coverage = One hour of compensation *Employee's hourly rate is calculated as their annual salary divided by 2,080 hours. ▼

Deleted: **Compensation for Teacher Sub Coverage is an interim addition to our Supplemental Pay procedure and is in effect through the 2021-22 school year. During Summer 2022, we will evaluate whether this interim addition will be continued through the 2022-23 school year; any updates to this category of supplemental pay will be communicated during August 2023 professional development sessions.