



EWING MARION

KAUFFMAN SCHOOL

**EWING MARION KAUFFMAN SCHOOL, INC.
FINANCE COMMITTEE MEETING PACKET
Monday, August 8th, 2022**

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**EWING MARION KAUFFMAN SCHOOL, INC.
FINANCE COMMITTEE - MEETING AGENDA**

MEETING INFORMATION

Ewing Marion Kauffman School (Zoom meeting)

Monday, August 8th, 2022

Finance Committee Meeting (5:30 pm CT)

All board members will participate via conference call line

The conference line may be accessed through a Zoom video link or via telephone:

<https://us02web.zoom.us/j/3695951828>

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

Meeting ID: 369 595 1828

AGENDA

● **CALL TO ORDER**

- Welcome guests
- Review and discuss meeting agenda
- Action: Meeting minutes (7.11.2022)

● **FINANCE**

- Treasurer's Report
- Authentic Leaders (Kander) Overview
- 990 Draft

● **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.

● **ADJOURN**

FUTURE MEETINGS

- Board Meeting: Wednesday, August 10th, 2022 (8:30 am CST)

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

7.11.2022

A regular meeting of the Finance Committee 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 the Ewing Marion Kauffman School in Kansas City, Missouri on July 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 Kristin Bechard, Treasurer; Corey Scholes; Tracy McFerrin, and Jerry Williams.

Also participating from the School such that all could hear and be heard and have the option of seeing and being seen were Brett Hembree, Board member; John Tyler, Secretary and General Counsel; and Katie Pasniewski, Chief Operations Officer.

No community members were present.

Ms. Bechard chaired the meeting and Mr. Tyler served as secretary. Ms. Bechard called the meeting to order at 5:33 p.m., welcomed those in attendance, and previewed the agenda.

After discussion and upon motion duly made (McFerrin) and seconded (Scholes), the Committee unanimously approved the minutes from its meeting of May 9, 2022.

Ms. Pasniewski and all acknowledged that this is the first meeting of the Committee since Jerrad Jones left his position at the School. She provided an update on interim processes and responsibilities. Discussion occurred throughout, including about his contributions to the School, his efforts to ensure a smooth transition, the engagement of Westbrook to review financial processes and capabilities, the engagement of EdOps to fill gaps while a search for the Director of Finance occurs, the pros and cons of this process, Mr. Jones' retention as a consultant for 5-10 hours over the next few months, EdOps' format for providing financial statements and related reports, other aspects of the transition to EdOps as supplemented by Ms. Pasniewski taking on certain elements of Mr. Jones' responsibilities, and the status of the search for Mr. Jones' replacement.

Ms. Pasniewski described the proposals for engaging Kander Consulting and EdOps and the scope of each organization's services (professional development and financial services, respectively). Discussion occurred throughout.

Ms. Pasniewski presented the Treasurer's Report and summarized the projected change to net assets as an increase of \$2.3 million and the reasons therefore including teacher shortages, the charter school funding equity legislation recently signed by the Governor and its projected positive impact on the School although timing remains uncertain as to which fiscal year the changes will take effect, and highlights from the check register. Discussion occurred throughout.

Ms. Pasniewski described the reasons for updating the people authorized as check signers on the bank account to replace Mr. Jones and to ensure that at least two people are likely present in the building with authority to sign checks. Discussion followed.

After discussion and upon motion duly made (McFerrin) and seconded (Williams), the Committee unanimously recommended that the Board approve the check signer resolution attached as **Exhibit 1**.

There was no community forum because no community members were present.

There being no further business, the meeting adjourned at 6:09 p.m.

John Tyler, Secretary

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 twelve months ended June 30, 2022 (Preliminary Results)

Year-To-Date Balance Sheet Highlights

- The cash balance of \$13.8M 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 \$0.7M consists of:
 - \$0.3M of ESSER2, Title, Special Education and SSO food service federal receivables. The balance will be received this Fall as part of the year-end DESE Final Expenditure Report reporting.
 - \$0.4M in receivables for the June KCPS MOU installment. The check was received and deposited in early July.
- The PP&E account has a marked increase as of June 30 and is a result of the capital projects previously approved including: replacing the basketball court, restocking carpet tile for the building, upgrading flooring in the multi-purpose room, renovating the locker room areas, and sidewalk repairs among other improvements.
- 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 \$0.8M.
 - The majority of the balance relates to Cushman Wakefield (\$431k), Apple Bus (\$126k), Kander Consulting (\$60k), Fueled (\$31k), CDW (\$30k), among other items.
- The accrued salaries and expenses liability account reflects a temporary increase as of June 30 and is a function of the 7/15 payroll accrual recorded for the instructional staff. This is necessary as teaching contracts begin on 7/16 of each year and run through 7/15.

Year-To-Date Income Statement Highlights

- Total revenues and expenses through June 30 are \$21.4M and \$18.5M, respectively, with the change in net assets currently \$2.9M favorable to the budget.
- Total revenues tracked \$1.3M favorable to budget.
 - State/Local revenues tracked \$0.4M favorable to budget due to DESE restoring funding this past Spring which offset Covid impacts.
 - Federal revenues were \$0.4M favorable and driven by the SSO meal program reimbursements.
 - Miscellaneous revenues tracked \$0.6M favorable to budget and were a function of increased KCPS MOU funds paid to the School.

Ewing Marion Kauffman School

For the twelve months ended June 30, 2022 (Preliminary Results)

Year-To-Date Income Statement Highlights (continued)

- Total expenses tracked \$2.9M favorable to budget.
 - The variance is driven by those factors previously outlined in prior reports including 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.
 - Supplies were an exception and tracked unfavorable to budget by a \$0.3M margin. Budget variances were not tied to one specific large purchase but instead varied across several supply categories. Supply categories with spend moderately unfavorable to budget included:
 - Student Chromebook repair and replacement
 - Teacher laptop repair and replacement
 - Teacher curriculum supply and textbook spend
 - Student uniform purchases
 - Software application purchases for College Access, Special Education, and Network teams.
 - Increased end-of-year student trip and graduation supply spend
- The School averaged 137 employees during the year though was budgeted to hire up to 148 FTEs.
- The average student enrollment for the year was approximately 1,055 and was budgeted to be 1,086 students.
- 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 2022 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% and will be updated with the audited year-end results.

Ewing Marion Kauffman School

For the twelve months ended June 30, 2022 (Preliminary Results)

Reporting and Compliance Highlights

- The 2021/22 financial audit is underway with Daniel Jones & Associates managing the audit.
- The School received the full \$1.8M allocation of the ESSER2 program and followed all known guidelines.
 - Spending allocations were 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
JUNE 30, 2022 (Prelim Statement)

	June 2022	June 2021
ASSETS		
Cash and cash equivalents	\$ 13,801,775	\$ 11,227,802
Accounts receivable, net	749,527	308,722
Prepaid expenses	135,205	259,928
Property and equipment, net	1,116,809	532,472
Total assets	\$ 15,803,315	\$ 12,328,923
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 826,810	\$ 239,772
Loan Payable	-	-
Basic formula advance	-	-
Accrued salaries and expenses	236,104	261,598
Total liabilities	\$ 1,062,915	\$ 501,370
Net Assets:		
Without donor restrictions	\$ 9,640,401	\$ 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	\$ 14,740,401	\$ 11,827,554
Total liabilities and net assets	\$ 15,803,315	\$ 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 TWELVE MONTH PERIOD ENDED JUNE 30, 2022 (Prelim Statement)

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL	ANNUAL BUDGET	VARIANCE FAV (UNFAV)	ANNUAL FORECAST #2	BUDGET TO FC VARIANCE	PRIOR YEAR ACTUAL
Revenues and Support:								
State and local public funding	\$ 11,511,646	\$ -	\$ 11,511,646	\$ 11,142,013	\$ 369,633	\$ 10,752,225	\$ (389,788)	\$ 11,530,485
Federal funding	3,715,753	-	3,715,753	3,328,031	387,722	3,592,857	264,826	2,738,910
EMKF support:								
Operations grant	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	-	-
Board development grant	-	100,000	100,000	100,000	-	100,000	-	-
Building lease	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	\$ -	\$ 5,939,902
Other revenue	1,039,473	-	1,039,473	484,815	554,658	415,000	(69,815)	2,395,116
Net assets released from restrictions	-	-	-	-	-	-	-	-
Total revenues and support	\$ 21,310,268	\$ 100,000	\$ 21,410,268	\$ 20,098,255	\$ 1,312,013	\$ 19,903,478	\$ (194,777)	\$ 22,604,412
Expenses:								
Salaries and benefits	\$ 10,534,160	\$ -	\$ 10,534,160	\$ 11,068,241	\$ 534,081	\$ 10,346,188	\$ 722,053	\$ 10,476,007
Professional and technical services	2,221,105	-	2,221,105	2,222,245	1,140	1,916,531	305,714	1,594,800
Property services	1,910,290	-	1,910,290	2,500,460	590,170	2,258,560	241,900	1,595,949
Transportation and travel	1,142,199	-	1,142,199	1,614,548	472,349	1,265,700	348,848	659,250
Food services	668,182	-	668,182	857,184	189,001	846,905	10,279	1,402,468
Communications	157,483	-	157,483	166,800	9,317	164,605	2,195	151,689
Supplies	1,397,688	-	1,397,688	1,087,131	(310,558)	1,020,941	66,190	665,640
Building lease	293,396	-	293,396	293,396	-	293,396	-	293,396
Depreciation	172,916	-	172,916	226,649	53,733	262,999	(36,350)	157,659
Total expenses	\$ 18,497,421	\$ -	\$ 18,497,421	\$ 20,036,655	\$ 1,539,234	\$ 18,375,825	\$ 1,660,830	\$ 16,996,858
Change in Net Assets	\$ 2,812,847	\$ 100,000	\$ 2,912,847	\$ 61,600	\$ 2,851,247	\$ 1,527,653	\$ 1,466,053	\$ 5,607,554
Net Assets, beginning	\$ 11,827,554	\$ -	\$ 11,827,554					
Net Assets, ending	\$ 14,640,401	\$ 100,000	\$ 14,740,401					

Ewing Marion Kauffman School

For the twelve months ended June 30, 2022 (Preliminary Results)

Check Register Highlights

By Vendor Report:

- Vendor: Grapevine Designs
 - Spend: \$11,259.50/Purpose: student shirts and banner
- Vendor: MAV Holding Co
 - Spend: \$4,716.98/Purpose: instructional software
- Vendor: Special Markets Insurance
 - Spend: \$10,190.99/Purpose: student accident insurance renewal

By Credit Card Report:

- A number of the non-recurring vendors in this month's report were for the student end-of-year trips, this included: Embassy Suites, CedarFair, Belmont Park, San Diego Zoo, B&D Skate Center, Board&Brew, Drury Plaza, Grand Lux, Jackson Stables, Loveland Lasertag, Mission Bay Aquatic Center, Ridgeline Hotel, River Roll Skate Center, San Diego Charter Co, Beachfire Guy, Rockin Baha Lobster, YMCA Estes Park, among others.
- Vendor: Cityfoods
 - Spend: \$8,409.50/Purpose: graduation venue
- Vendor: JAM Paper
 - Spend: \$12,806.38/Purpose: classroom supplies
- Vendor: Mongoose
 - Spend: \$7,200.00/Purpose: instructional software renewal
- Vendor: Parlor KC
 - Spend: \$8,519.75/Purpose: staff end-of-year event
- Vendor: PermissionClick
 - Spend: \$5,686.70/Purpose: instructional software renewal

EMKS Check Register June 1 - June 30, 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
June	6/1/2022	22151004659512	ACH	Alice Solitto Reimb	43.03
June	6/1/2022	22151004659512	ACH	Micah Daniel Reimb	295.43
June	06/03/2022	5045	Check	Busco, Inc.	25,386.00
June	06/03/2022	5046	Check	Johanna Laxton	125.00
June	06/03/2022	5047	Check	Cheronda Mathews	1,250.00
June	06/03/2022	5048	Check	Overgrad Inc	3,624.01
June	06/03/2022	5049	Check	WHC KCT, LLC (ZTRIP)	21,557.55
June	06/03/2022	5067	Check	Cheronda Mathews	1,250.00
June	06/03/2022	5176	Check	WHC KCT, LLC (ZTRIP)	21,557.55
June	06/03/2022	13350	ACH	COMMERCE BANK	149,596.12 *
June	06/03/2022	13351	ACH	Corporate Travel Management North America, Inc	246.00
June	06/03/2022	13352	ACH	Dana Coleman Consulting LLC	3,193.75
June	06/03/2022	13353	ACH	Education Business Solutions Inc	12,360.00
June	06/03/2022	13354	ACH	Fidelity Workplace Investing LLC	17,370.43
June	06/03/2022	13355	ACH	Fidelity Workplace Investing LLC	4,258.98
June	06/03/2022	13356	ACH	Jaymie Huffman	4,143.75
June	06/03/2022	13357	ACH	Madison Smith	375.00
June	06/03/2022	13358	ACH	Weiss Staffing Solutions LLC	790.34
June	06/03/2022	13359	ACH	Danielle Yeager	2,880.00
June	06/03/2022	13360	ACH	Yellow Dog Networks, Inc.	2,828.00
June	06/03/2022	13361	ACH	American Food and Vending Corp.	12,125.32
June	06/06/2022	22157006975061	ACH	Jay Marshall Reimb	149.21
June	06/07/2022	22157007646852	ACH	FSA Tristar Reimbursement	265.38
June	06/09/2022	5050	Check	Blitt and Gaines PC	384.36
June	06/09/2022	5051	Check	Busco, Inc.	5,680.00
June	06/09/2022	5052	Check	California State Disbursement Unit	235.00
June	06/09/2022	5053	Check	Gamache & Myers PC	72.67
June	06/09/2022	5054	Check	The Guardian Life Insurance Co	10,266.92
June	06/09/2022	5055	Check	Jostens Inc	325.64
June	06/09/2022	5056	Check	Johanna Laxton	375.00
June	06/09/2022	5057	Check	Show Me KC Schools	3,600.00
June	06/09/2022	5058	Check	Special Markets Insurance Consultants Inc	10,190.99
June	06/09/2022	13362	ACH	COMMERCE BANK	61,428.29 *
June	06/09/2022	13363	ACH	sipVine, Inc.	598.50
June	06/09/2022	13364	ACH	United Healthcare Insurance Company	109,567.91
June	06/09/2022	13365	ACH	Apple Bus Company	106,865.62
June	06/10/2022	22160009888492	ACH	Isha Isme Reimb	264.35
June	06/13/2022	22164000445565	ACH	Amber Hurd Reimb	84.76
June	06/13/2022	22164000445565	ACH	Lyndsey Yates Reimb	92.75
June	06/14/2022	22164001050118	ACH	FSA Tristar Reimbursement	752.72
June	06/15/2022	22166002289785	ACH	6/15 Payroll	270,948.85
June	06/15/2022	22166002149476	ACH	6/15 Payroll Taxes	68,666.09
June	06/16/2022	5059	Check	Dayurnveance Adams	1,050.00
June	06/16/2022	5060	Check	CDW LLC	9,073.54
June	06/16/2022	5061	Check	JourneyEd.com, Inc.	2,450.00
June	06/16/2022	5062	Check	KC Premier Services LLC	1,098.75
June	06/16/2022	5063	Check	Seth Kopald	240.00
June	06/16/2022	5064	Check	MAV Holding Corporation	4,716.98
June	06/16/2022	5065	Check	Spanish Language Resources, Inc.	1,185.60
June	06/16/2022	5066	Check	BSN Sports LLC	6,910.99
June	06/16/2022	13526	ACH	COMMERCE BANK	27,426.13 *
June	06/16/2022	13527	ACH	Fidelity Workplace Investing LLC	17,539.67
June	06/16/2022	13528	ACH	Fidelity Workplace Investing LLC	4,133.98
June	06/16/2022	13529	ACH	Weiss Staffing Solutions LLC	764.85
June	06/16/2022	13530	ACH	Cushman & Wakefield U.S., Inc	223,812.11
June	06/16/2022	13531	ACH	Donald Delphia	845.00
June	06/17/2022	22167003478931	ACH	Deronne Wilson Reimb	206.26
June	06/17/2022	22167003478931	ACH	Macey Rose Reimb	643.00
June	06/17/2022	22168003609921	ACH	6/15 Payroll Taxes	17,255.50
June	06/21/2022	22172004153419	ACH	FSA Tristar Reimbursement	380.37
June	06/27/2022	5087	Check	Grapevine Designs, LLC	11,259.50
June	06/27/2022	5088	Check	Cody Griffin	810.00
June	06/27/2022	5089	Check	Jostens Inc	122.75
June	06/27/2022	5090	Check	Research to Practice Inc	1,716.00
June	06/27/2022	5091	Check	WHC KCT, LLC (ZTRIP)	9,865.60
June	06/27/2022	13823	ACH	COMMERCE BANK	39,635.71 *
June	06/27/2022	22175007145118	ACH	Tristar FSA Admin Fee	55.25
June	06/27/2022	13824	ACH	Dana Coleman Consulting LLC	2,012.50
June	06/28/2022	22178008163412	ACH	Elizabeth Edmonds Reimb	9.77
June	06/28/2022	22178008163412	ACH	Jules Fox Reimb	44.30
June	06/28/2022	22178007952769	ACH	FSA Tristar Reimbursement	1,826.06

June	06/30/2022	22181009931722	ACH	6/30 Payroll	362,042.38
June	06/30/2022	22180009185163	ACH	6/30 Payroll Taxes	95,561.41
June	06/30/2022	22181010176197	ACH	6/30 Payroll Taxes	287.55
Grand Total					\$ 1,781,052.78

EMKS Check Register June 1 - June 30, 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
6/15 Payroll	\$ 270,948.85
6/15 Payroll Taxes	\$ 85,921.59
6/30 Payroll	\$ 362,042.38
6/30 Payroll Taxes	\$ 95,848.96
Alice Solitto Reimb	\$ 43.03
Amber Hurd Reimb	\$ 84.76
American Food and Vending Corp.	\$ 12,125.32
Apple Bus Company	\$ 106,865.62
Blitt and Gaines PC	\$ 384.36
BSN Sports LLC	\$ 6,910.99
Busco, Inc.	\$ 31,066.00
California State Disbursement Unit	\$ 235.00
CDW LLC	\$ 9,073.54
Cheronda Mathews	\$ 2,500.00
Cody Griffin	\$ 810.00
COMMERCE BANK	\$ 278,086.25 *
Corporate Travel Management North America, Inc	\$ 246.00
Cushman & Wakefield U.S., Inc	\$ 223,812.11
Dana Coleman Consulting LLC	\$ 5,206.25
Danielle Yeager	\$ 2,880.00
Dayumveance Adams	\$ 1,050.00
Deronne Wilson Reimb	\$ 206.26
Donald Delphia	\$ 845.00
Education Business Solutions Inc	\$ 12,360.00
Elizabeth Edmonds Reimb	\$ 9.77
Fidelity Workplace Investing LLC	\$ 43,303.06
FSA Tristar Reimbursement	\$ 3,224.53
Gamache & Myers PC	\$ 72.67
Grapevine Designs, LLC	\$ 11,259.50
Isha Isme Reimb	\$ 264.35
Jay Marshall Reimb	\$ 149.21
Jaymie Huffman	\$ 4,143.75
Johanna Laxton	\$ 500.00
Jostens Inc	\$ 448.39
JourneyEd.com, Inc.	\$ 2,450.00
Jules Fox Reimb	\$ 44.30
KC Premier Services LLC	\$ 1,098.75
Lyndsey Yates Reimb	\$ 92.75
Macey Rose Reimb	\$ 643.00
Madison Smith	\$ 375.00
MAV Holding Corporation	\$ 4,716.98
Micah Daniel Reimb	\$ 295.43
Overgrad Inc	\$ 3,624.01
Research to Practice Inc	\$ 1,716.00
Seth Kopald	\$ 240.00
Show Me KC Schools	\$ 3,600.00
sipVine, Inc.	\$ 598.50
Spanish Language Resources, Inc.	\$ 1,185.60
Special Markets Insurance Consultants Inc	\$ 10,190.99
The Guardian Life Insurance Co	\$ 10,266.92
Tristar FSA Admin Fee	\$ 55.25
United Healthcare Insurance Company	\$ 109,567.91
Weiss Staffing Solutions LLC	\$ 1,555.19
WHC KCT, LLC (ZTRIP)	\$ 52,980.70
Yellow Dog Networks, Inc.	\$ 2,828.00
Grand Total	\$ 1,781,052.78

EMKS Check Register June 1 - June 30, 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
810VARSITY	\$ 407.81
AC MARRIOTT KC WPORT	\$ 211.85
ADOBE SYSTEMS	\$ 49.98
ALLIANZ TRAVEL INS	\$ 19.85
ALOFT NEW YORK LAGUARDIA	\$ 806.82
AMAZON	\$ 15,499.30
AMERICAN AIRLINES	\$ 732.72
ANDERSONS PROM	\$ 209.54
APPLE INC	\$ 99.00
APPSHEET	\$ 54.00
AVIS BUDGET	\$ 1,093.51
B AND D SOUTH SKATE CENTER	\$ 292.00
BABA'S PANTRY	\$ 17.05
BAMBOOHR	\$ 1,393.03
BARNES AND NOBLE	\$ 59.80
BELMONT PARK	\$ 3,516.00
BIG WHISKEYS AMERICAN	\$ 320.30
BOARD AND BREW	\$ 914.53
BROOKSIDE BARRIO	\$ 522.13
BROOKSIDER GRILL	\$ 91.17
CAKEABOO	\$ 459.78
CANVA INC	\$ 12.99
CDW LLC	\$ 17,883.60
CEDAR FAIR	\$ 3,259.20
CHARLIE HOOPERS	\$ 242.24
CHICKFILA	\$ 262.46
CHIPOTLE0	\$ 856.64
CICI'S PIZZA	\$ 405.00
CITYFOODS	\$ 8,409.50
CLASSY CHOCOLATE	\$ 225.00
CLOUDFLARE	\$ 5.00
CONCUR	\$ 1,254.66
CONSOLIDATED COMMUNICATIONS	\$ 3,350.82
CREATIVE	\$ 592.25
CREATIVE CARNIVALS	\$ 1,215.40
CROWN AWARDS INC	\$ 170.27
CRUMBL	\$ 29.41
CUSTOM MTG PLANNERS	\$ 150.00
DAVE & BUSTER'S, INC.	\$ (374.66)
DELTA AIRLINES	\$ 2.40
DICK'S SPORTING GOODS	\$ 68.06
DISTRICT MARKET	\$ 5.16
Dollar Tree, Inc.	\$ 218.19
DOMINO'S	\$ 123.16
DOORDASH	\$ 230.43
DOS CAMINOS MP	\$ 77.32
DRURY PLAZA ST LOUIS	\$ 4,464.76
EILEEN'S COLOSSAL COOKIES	\$ 110.32
EINSTEIN BROS	\$ 1,769.86
EMBASSY SUITES	\$ 28,528.51
EVERMAP COMPANY LLC	\$ 99.00
EXPEDIA INC	\$ 381.07
EXTRA VIRGIN	\$ 195.32
FACEBOOK	\$ 150.39
FEMA FLOOD PREMIUM	\$ 3,239.00
GOLDEN CORRAL	\$ 274.70
GRAND LUX CAFE CHICAGO	\$ 3,335.26
GRAPEVINE	\$ 106.26
GREEN LEAFS	\$ 17.09
HAMPTON INN	\$ 1,315.02
HOLIDAY INN HOUSTON	\$ 308.88

HOTELSCOM	\$	961.41
IDEALIST.ORG	\$	210.00
IDEMIA LLC	\$	575.50
IFS INSTITUTE, INC	\$	3,600.00
IN *BERSERK ATHLETICS	\$	252.00
IN *LC3 ENTERTAINMENT LLC	\$	701.32
IN *STEPHEN'S COURIER SER	\$	407.38
INDEED	\$	1,079.12
INFINITY TRANSPORTATION	\$	948.10
INSOMNIA COOKIES - KAN	\$	71.82
INSTACART	\$	42.90
JACKSON STABLES INC	\$	3,720.00
JAMPAPER	\$	12,806.38
JAZZ - A LOUISIANA KITCHEN	\$	63.80
JIMMY JOHNS	\$	4,143.98
JOSTENS	\$	252.23
JRIEGER CO	\$	6,038.23
KANSAS CITY PREMIERE	\$	485.00
KCI AIRPORT	\$	10.00
LAMARS DONUTS	\$	279.83
LONDON WINGERSON	\$	590.00
LEVEL UP ENTERTAINMENT	\$	67.17
LINKEDINC	\$	259.94
LOVELAND LASER TAG	\$	2,232.32
LYFT	\$	359.23
MADE TAYLOR	\$	3,640.00
MADEINKC	\$	128.95
MARSH'S SUNFRESH	\$	26.19
MINO BRASSERIE	\$	53.64
MISSION BAY AQUATIC CTR	\$	1,920.00
MISSOURI COTTON EXCHANGE	\$	214.00
MISSOURI STATE HIGH SCHOOL ASSOC	\$	833.00
MIXX	\$	30.20
MO SEC OF STATE	\$	26.25
MO SOUTHERN UNI	\$	150.00
MONGOOSE	\$	7,200.00
MSI CHICAGO	\$	756.00
MTA*MNR ETIX TICKET	\$	13.50
NANCY L. MORGAN, PHD	\$	840.00
NONPROFIT CONNECT	\$	280.00
NYTIMES	\$	28.00
OFFICE DEPOT	\$	592.86
PAPA JOHNS	\$	559.82
PAPAJ OHNS	\$	86.35
PARLOR KC	\$	8,519.75
PEARSON ED	\$	175.95
PERMISSIONCLICK.COM	\$	5,686.70
PHILLIPS 66 - SPEEDY MART	\$	151.48
PIZZAHUT	\$	237.20
PRICECHOPPER	\$	141.77
PTI*CRIME TOUR	\$	396.00
QUIKTRIP	\$	506.00
REDDOOR KC	\$	97.55
RELAY GSE	\$	25.00
RIDGELINE HOTEL	\$	8,161.16
RIVER ROLL SKATE CENTER	\$	560.00
ROASTERIE	\$	11.78
SAMSCLUB	\$	339.16
SAMSCLUB.COM	\$	145.06
SAN DIEGO CHARTER INC	\$	18,128.00
SAN DIEGO PIER CAFE	\$	2,485.81
SAN DIEGO ZOO	\$	6,000.00
SCREENCAST	\$	49.00
SCRIPPS MEDIA INC	\$	6,589.80
SD ZOO STORE	\$	36.53
SEATGEEK	\$	132.00
SHAKESPEARES PIZZA	\$	109.16

SHERATON COUNTRY CLUB PLA	\$	1,663.00
SMOKEY LLC	\$	6.00
SNARFS	\$	1,134.49
SOURCEPOINT	\$	1,400.60
SOUTHWEST AIRLINES	\$	3,220.84
SPIN PIZZA	\$	25.92
Spotify USA	\$	15.99
SQ *BEACH FIRE GUY	\$	2,105.36
SQ *BETTY RAE'S ICE CREAM	\$	296.25
SQ *JADABAY'S TASTY KITCHEN	\$	1,200.00
STARBUCKS	\$	26.68
STEVE FLORAL	\$	70.67
SUBWAY	\$	1,523.68
TARGET	\$	218.85
TEXAS ROADHOUSE #2290	\$	250.69
THE BOWERY BAY SHOPS	\$	8.04
TICOPROLLC	\$	1,617.38
TMOBILEINC	\$	10,960.00
TMS*KC GLOBAL LIMOUSIN	\$	85.00
TOBLERS FLOWERS	\$	330.95
TRAVELODGE JEFFERSON	\$	633.78
TST* CAFFETTERIA CONCEPTS	\$	142.45
TST* McLains Bakery	\$	289.50
TST* ROCKIN BAJA LOBSTER	\$	3,528.64
TST* SUMMIT GRILL - WALDO	\$	258.39
TST* The Westside Local	\$	138.09
UBER	\$	418.24
UMKC	\$	818.10
UNBAKERY	\$	32.70
UNCOMMON	\$	108.14
UNITED AIRLINES	\$	1,292.15
UNIV OF ARKANSAS	\$	175.00
UNIVERSITY OF MISSOURI	\$	334.26
URBAN AIR CO	\$	1,235.92
URBAN CAFE KC	\$	486.89
USPS	\$	35.90
VERIZON	\$	4,046.16
WALDO PIZZA	\$	1,970.20
WALMART	\$	1,367.78
WWW.SDCOASTKEEPER.ORG	\$	1,841.00
WWW.WESTVILLENYC.COM	\$	49.54
WWW.WEVIDEO.COM	\$	95.88
WYNDHAM HOTELS	\$	167.16
YMCA-ESTES PARK CNTR	\$	10,409.00
Total	\$	281,996.65
Commerce Credit Card Statement Net Rebate	\$	(3,910.40)
Grand Total	\$	278,086.25

Authentic Leaders (Kander) Overview

Overview of Program

- Website: <https://www.authenticleaders.com/>
- Authentic Leaders (led by Tom Kaiser and Kevin Anderle) is the organization that runs the Leadership Intensive Trainings
 - Tom Kaiser was previously Chief Talent Officer and Kevin was Superintendent at Achievement First
- The Leadership Intensive Trainings are simulation-based experiences based on real-life scenarios. Professional actors play roles in each simulation to create an authentic experience.
- Simulations provide the space for participants to try anything they want when it comes to exploring their most authentic self — with no risk.
- Rather than traditional role-plays, Authentic Leaders facilitates a three-dimensional experience where participants interact with characters over a series of days to test something new, take a pause and come back to try again.

How the Intensive Works

How Our Intensive Works

An overview of the simulation

Step One

Pre-Intensive Discussion

Before your intensive date, we will talk one-on-one to answer your questions and learn more about you and your experience as a leader. Together, we can build out a sense of what opportunities might be there for you to explore in the intensive.

Step Two

Immersion

Once you arrive and are briefed on the scenario, you will have the opportunity to be the leader of our group of actors. Each actor is specifically trained to give improvised, "in-character" reactions to your leadership style.

This is your moment to take risks and try things you normally wouldn't in your organization. *Everything is judgement-free and confidential.*

Step Three

Observation

In between your leadership practice, you will be able to stay deeply involved in the simulation by observing and experiencing the leadership of your fellow participants.

Step Four

Cohort Debriefs

Throughout the simulation, we will take pauses to discuss what came up for you while leading and allow you to hear how others experienced your leadership. Our facilitator will help you explore options for trying something new — and send you back into the experience to try again.

Step Five

Post-Intensive Follow Up

After your intensive experience, the facilitator will follow up to learn about how you're doing after the intensive and support further processing. For team intensives, we can customize a follow-up experience that makes sense for you and your team.

Data & Testimonials

- Link to video testimonials from participants on the Authentic Leaders Website: <https://www.authenticleaders.com/experience>
- 100% of EMKS Leadership Intensives participants (28 leaders as of 8.2.22) would recommend this experience to others
- Quotes / Testimonials from Kauffman School Staff participants
 - It forced me to confront how I am really feeling -- about myself, my role, our organization, my team. There are thoughts in my head and feelings in my heart that are preventing me from getting to real growth, and the intensive helped me to identify some things that are getting in my way.
 - Immediately after our first intensive, I definitely felt like I and our team had experienced something powerful, but what was most impactful was what happened in the next six months. Our team had a new understanding of authentic vs. performative leadership, felt comfortable calling out subtext when we heard it, and shifted to asking and being invested in how team members were feeling. The intensive gave us the tools to engage as humans which has made us better colleagues and better leaders. I've found myself engaging with my team differently. I've asked, "How does good FEEL to you" when someone has told me they're good or fine or OK. I feel myself listening differently.
 - I've often described the intensive as transformational, in part because of the in-the-moment experience and learning but also because of the long-term impact it has on the way we experience and work with one another. I

can truly say I've already experienced this post-intensive impact. Multiple colleagues have named, "I think that is your 6 ego voice talking," and it has allowed me to really process and reflect differently on my leadership.

- I was really happy to participate in the intensive - I think the structure is really effective to make sure that you learn both when you are leading and observing.
- I'm feeling grateful for the intensive. I felt like Tom's demeanor and facilitation was very supportive for our team. I appreciated being put into scenarios that uniquely pressed me to grow and reflect on ways I carry myself and interact. I was also thankful for the team to have had time to reflect and share where we were at in relation to one another. I felt the actors and scenarios were great jumping off points for my own growth as a leader - and that the time in reflection was well-balanced with the time spent in implementation.
- I think the intensive opened me up to reflecting on myself with a different degree of honesty than I'm used to. I realized there are feelings and mindsets and ego stories that have either been suppressed or living as subtext for long periods of time - and certainly have been impacting my leadership. I feel more able to be present with my emotions and others' as a result of the intensive.
- I really enjoyed it and was grateful for the opportunity to do that level of reflection. I thought that engaging in the simulation was a really innovative way to give us as leaders a safe space to explore how to be more authentic leaders and how to be more emotionally engaged with our people. I also liked the way we went back and forth between the simulation and reflecting on dynamics within our own team.
- You all are truly inspiring. I texted Tom last night that the experiences you all have created for people are just phenomenal and life-changing. I am so glad to have found them.

Funding Approval Needed

- Spending at the end of the 21/22 school year put us over the \$100K mark – we spent \$149K on 5 separate intensives during the 21/22 school year, with 3 of those coming in the last month of the fiscal year
 - **Board action:** Board approval of vendor spend >\$100k for Kander Consulting for 21/22 school year (approximate spend of \$149k for year).
- Currently projected spending for the 22/23 school year is \$115K for Kander Consulting – 3 separate intensives. one for our senior leadership team, one for our Network Team, and one for our full staff.
 - **Board action:** Board approval of vendor spend >\$100k for Kander Consulting for 22/23 school year (current est spend of \$115k).
- Note: 22/23 spending may increase if the school decides to schedule additional intensives during spring semester. But, as the board approval requirement is triggered by any expense over \$100k during a single budget year, Board approval of any additional intensives would be required.

SERVICES AGREEMENT

This Services Agreement (the "Agreement") dated May 3, 2021 (the "Effective Date") states the terms and conditions governing the agreement between Kander Consulting LLC (doing business as Authentic Leaders), having its principal place of business at 326 Bond Street, #2R, Brooklyn, New York 11231 (the "Company"), and Ewing Marion Kauffman School (the "Client").

RECITALS

WHEREAS, the Company offers its Authentic Leaders Intensive™ program (the "Intensive"), a leadership coaching and training program to organizations for employee training (the "Training Services"); and

WHEREAS, the Client desires to obtain the Training Services for its employees, officers, or contractors ("Participants"; each, a "Participant"); and

WHEREAS, the Company has agreed to provide the Training Services and the Client has agreed to contract for the Training on the terms set forth in the Annex hereto, which is incorporated by reference and a part of this Agreement (the "Annex"); and

NOW, THEREFORE, according to the terms and conditions herein, the Company and the Client (the "Parties"; each, a "Party") agree as follows:

PROVISIONS

1. **Description of the Training Services.** The Training Services are described in the Annex hereto.
2. **Term.** This Agreement shall commence on the Effective Date and end on the date the Intensive program is completed.
3. **Training Date Changes and Cancellation Policy.**
 - (a) The Company may cancel training at no charge to the Client or change the date or time of training to a mutually agreeable date/time with the Client with thirty (30) days' advance notice to the Client.
 - (b) If the Client wishes to change the training date set in the contract, the Client can do so without incurring a fee if it informs the Company at least sixty (60) days in advance of the scheduled commencement date. If the Client wishes to change the training date set in the contract less than sixty (60) days from the date of the training, then the Client will be charged twenty percent (20%) of the total contract fee.
 - (c) If the Client wishes to cancel the training date set in the contract, it must inform the Company at least sixty (60) days in advance, and the Company shall charge the Client twenty percent (20%) of the total contract fee.
 - (d) If the Client wishes to cancel the training date set in the contract on less than sixty (60) days of the date of the training, then the Company shall charge the Client fifty percent (50%) of the total contract fee.
4. **Confidentiality.** The Parties agree to hold each other's Confidential Information in strict confidence and shall treat it with the same standard of care as for its own confidential information, but in no event less than a reasonable standard of care. "Confidential Information"

shall include, but is not limited to, written or oral contracts, trade secrets, know-how, business methods, business policies, memoranda, reports, records, computer retained information, notes, or financial information. Confidential Information shall not include any information which: (i) is or becomes generally known to the public by any means other than a breach of the obligations of the receiving Party; (ii) was previously known to the receiving Party or rightly received by the receiving Party from a third party with no obligation of confidentiality to the disclosing Party; (iii) is independently developed by the receiving Party; or (iv) is subject to disclosure under court order or other lawful process. The Parties agree not to make each other's Confidential Information available in any form to any third party or to use each other's Confidential Information for any purpose other than as specified in this Agreement. Each Party's Confidential Information shall remain the sole and exclusive property of that Party. Each Party agrees that it shall be liable to the other Party for the breach of this Section by its officers, directors, employees, agents, and affiliates as if it had committed the breach.

5. **Company's Intellectual Property.** The "Authentic Leadership Intensive™, Intensive character descriptions, context sheets, scripts, any materials issued by the Company and used over the course of the Intensive, all inventions, copyrights, trademarks, patents, inventions, discoveries, concepts, materials and ideas, whether or not patentable, including, but not limited to, all processes, methods, formulas, products, services and techniques, as well as improvements thereof and know-how related thereto, that are made or conceived by the Actor during the term of this Agreement or with the use or assistance of the Company's facilities, materials, information, or personnel, and its Confidential Information ("Intellectual Property") are property of the Company, and the Company has the exclusive rights, title, and interest to the Intellectual Property.
6. **Representation and Warranties.** Each Party represents and warrants to the other that it has full power and authority to execute and deliver this Agreement, and to perform its obligations hereunder. This Agreement constitutes valid and legally binding obligations enforceable against each of the Parties and its successors in accordance with its terms.
7. **Limitation of Liability.** In no event shall the Company be liable to the Client for any special, punitive, incidental, indirect, or consequential damages of any kind in connection with this Agreement.
8. **Indemnification.** Client shall indemnify, defend, and hold the Company and its subsidiaries, affiliates, sub-contractors, officers, agents, co-branders, and employees harmless from any and all claims, damages, liabilities, costs, and expenses (including, but not limited to, reasonable attorneys' fees and all related costs and expenses) arising from or in any way relating to (a) its willful misconduct or gross negligence in performing its obligations under this Agreement, or (b) liability, whether through litigation or otherwise, resulting from Injury to a Participant.
9. **Additional Waiver of Liability.** In conducting the Intensive, the Company places participants into highly realistic, elaborate, and extended "real life" scenarios designed to reflect difficult and challenging situations. In consideration of participation in the Intensive, the Client, for itself, its affiliates, Participants, and their respective successors, assigns, heirs, estate, survivors, and next of kin, hereby release, waive, discharge, and covenant not to sue Company, its affiliates, officers, directors, employees, agents, or subcontractors, for mental, emotional, psychological injury including, but not limited to, intentional or negligent infliction of emotional distress, personal

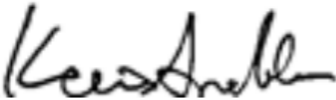
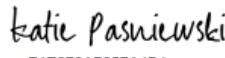
injury or death or any other causes of action (“Injury”), in law or equity, arising out of undersigned’s participation in the Intensive. Client intends this waiver and release of legal claims to be as broad and comprehensive as state and federal and/or other law shall allow. The terms of this legal waiver and release does not waive any claim that the Company cannot legally waive under applicable law. This waiver shall be governed by the laws of New York without regard to conflict of laws principles and to the extent not preempted by federal law.

10. **Non-Circumvention.** Client agrees for itself, its affiliates, officers, directors, agents, and employees, that it shall not take or fail to take any action if such action or failure would reasonably be expected to have the effect of prohibiting or otherwise failing to perform in good faith the Client’s obligations under this Agreement.
11. **Governing Law and Dispute Resolution.** The validity, interpretation, construction, and performance of this Agreement will be governed by and construed in accordance with the laws of the State of New York, without regard to conflicts of laws principles. Any action or proceeding arising under this Agreement may only be brought in the federal or state courts in Kings County, New York. Both Parties hereby consent to the exercise of personal jurisdiction by such courts with respect to any such proceeding.
12. **Force Majeure.** Performance by either Party under this Agreement is excused during the period such performance is prevented or delayed by government restrictions (whether with or without valid jurisdiction), war or warlike activity, insurrection or civil disorder, pandemic, or any other causes similar or dissimilar to the foregoing that are beyond the control of either Party and are not foreseeable at the time this Agreement is executed.
13. **Assignability and Parties of Interest.** Client agrees and understands that, unless otherwise specified in this Agreement, Client is not contracting for a personal service that will be performed by any specific trainer, facilitator, or coach. Company may assign any trainer, facilitator, or coach associated with the Company to perform its duties under this Agreement. All trainers, facilitators, and coaches will be capable and competent to perform the services in an appropriate manner. Either Party may assign this Agreement.
14. **Severability.** If any provision of this Agreement is determined to be invalid or unenforceable, the invalidity or unenforceability thereof will not affect the remaining provisions of this agreement, which will nevertheless remain in full force and effect.
15. **Entire Agreement.** This Agreement contains the entire understanding among the Parties hereto with respect to the subject matter hereof, and supersedes all prior and contemporaneous agreements, understandings, inducements and conditions, express or implied, oral or written, of any nature whatsoever with respect to the subject matter hereof.
16. **Remedies; Injunctive Relief.** The Client acknowledges and agrees that the Company’s remedy at law for a breach or threatened breach of this Agreement by the Client of any of the provisions of Sections 3, 4, and 9 of this Agreement, would be inadequate it is agreed that in addition to any and all remedies at law, the Company shall be entitled to equitable relief in the form of specific performance, preliminary and permanent injunction, temporary restraining order and any other equitable remedy which may then be available without posting a bond or other surety. The Client acknowledges that the granting of a temporary restraining order, preliminary injunction or permanent injunction merely prohibiting the use of trade secrets and like proprietary information

would not be an adequate remedy upon breach or threatened breach and consequently agrees upon any such breach or threatened breach not to oppose the granting of injunctive relief. Nothing herein contained shall be construed as prohibiting the Company from pursuing any other remedies available to it, at law or in equity, for such breach or threatened breach. Client agrees that if a court of competent jurisdiction determines that Client has willfully breached this Agreement Client shall reimburse Company for all costs related to obtaining such ruling, including reasonable attorneys' fees.

17. **Headings.** Headings in this Agreement are for convenience of reference only and shall not limit or otherwise affect the meaning hereof.
18. **Counterparts.** This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original, but all of which shall constitute one and the same agreement.
19. **Survival.** All provisions of this Agreement that may reasonably be interpreted or construed as surviving termination of this Agreement will survive such termination.

IN WITNESS WHEREOF, each of the Parties has executed this Agreement by its duly authorized representative, as of the Effective Date.

Kander Consulting LLC d/b/a Authentic Leaders	Ewing Marion Kauffman School
	<p>DocuSigned by:  <small>F4E272A7657A4B4...</small></p>
<p>By: Kevin Anderle</p>	<p>By: Harina Lofthus Katie Pasniewski Pasniewski</p>
<p>Title: Co-Founder</p>	<p>Title: CBO Chief Operating Officer</p>

5/10/2021

2021-2022 Spending

Transaction Date: 04/21/2022							2,400.00	.00			
Invoice Number: INV 1026							2,400.00	.00			
Invoice	04/21/2022	INV 1026					2,400.00	.00	10 2219 6319 1910 1 40001	Leadership Development	12878
Transaction Date: 03/31/2022							50,000.00	.00			
Invoice Number: INV 1020							50,000.00	.00			
Invoice	03/31/2022	INV 1020					50,000.00	.00	10 2219 6319 1910 1 40001	Authentic Leaders (4 day Team Intensive)	12571
Transaction Date: 03/22/2022							4,000.00	.00			
Invoice Number: INV 1016							4,000.00	.00			
Invoice	03/22/2022	INV 1016					4,000.00	.00	10 2219 6319 1910 1 40001	Leadership & Longevity (2 day Intensive)	12411
Transaction Date: 11/17/2021							32,250.00	32,250.00			
Invoice Number: INV 11042021-KAN-INV							32,250.00	32,250.00			
Invoice	11/17/2021	INV 11042021-KAN-INV					32,250.00	32,250.00	10 2219 6319 1910 1 40001	3-Day Authentic Leaders Intensive	10753

Annex to Services Agreement

Pursuant to the Services Agreement Between Kander Consulting LLC (“Company”) and Ewing Marion Kauffman School (“Client”) dated March 11, 2022, this Annex describes the Training Services and the fees Client is required to pay for the Training Services. Capitalized terms undefined herein have the meanings assigned in the Services Agreement.

Training Services

The Company agrees to provide the following Training Services to the Client: a total of two, 3-day virtual Intensive programs for the staff members of the Client’s organization, to be held on June 8-10, 2022 and June 13-15, 2022. The Company shall also provide the following follow-up coaching services: a ninety (90) minute team step-back and a sixty (60) minute individual coaching session with the team leader for each intensive. All follow-up coaching services are to be used up to three (3) months after the last day of the Intensive.

Fees

The Client shall pay the Company a total price of **\$60,000**, reflecting each 3-day Intensive’s \$30,000 base rate. This price reflects an intensive for up to 8 staff members. Each additional participant beyond 8 participants may be added at the price of \$2000 per additional participant.

The Company shall invoice the Client on May 8, 2022 and invoices shall be paid in full within 30 days of invoice date.

SERVICES AGREEMENT

This Services Agreement (the "Agreement") dated **May 12, 2022** (the "Effective Date") states the terms and conditions governing the agreement between Kander Consulting LLC (doing business as Authentic Leaders), having its principal place of business at 3808 Avenue D, Brooklyn, NY 11203 (the "Company"), and **Ewing Marion Kauffman School** (the "Client").

RECITALS

WHEREAS, the Company offers its Authentic Leaders Intensive™ program (the "Intensive"), a leadership coaching and training program to organizations for employee training (the "Training Services"); and

WHEREAS, the Client desires to obtain the Training Services for its employees, officers, or contractors ("Participants"; each, a "Participant"); and

WHEREAS, the Company has agreed to provide the Training Services and the Client has agreed to contract for the Training on the terms set forth in the Annex hereto, which is incorporated by reference and a part of this Agreement (the "Annex"); and

NOW, THEREFORE, according to the terms and conditions herein, the Company and the Client (the "Parties"; each, a "Party") agree as follows:

PROVISIONS

1. **Description of the Training Services.** The Training Services are described in the Annex hereto.
2. **Term.** This Agreement shall commence on the Effective Date and end on the date the Intensive program is completed.
3. **Training Date Changes and Cancellation Policy.**
 - (a) The Company may cancel training at no charge to the Client or change the date or time of training to a mutually agreeable date/time with the Client with thirty (30) days' advance notice to the Client.
 - (b) If the Client wishes to change the training date set in the contract, the Client can do so without incurring a fee if it informs the Company at least sixty (60) days in advance of the scheduled commencement date. If the Client wishes to change the training date set in the contract less than sixty (60) days from the date of the training, then the Client will be charged twenty percent (20%) of the total contract fee.
 - (c) If the Client wishes to cancel the training date set in the contract, it must inform the Company at least sixty (60) days in advance, and the Company shall charge the Client twenty percent (20%) of the total contract fee.
 - (d) If the Client wishes to cancel the training date set in the contract on less than sixty (60) days of the date of the training, then the Company shall charge the Client fifty percent (50%) of the total contract fee.
 - (e) If the Client wishes to convert the intensive from in-person to virtual, the Company shall charge the Client any fees associated with preparing to travel to the Client (non refundable plane tickets, etc).

4. **Confidentiality.** The Parties agree to hold each other's Confidential Information in strict confidence and shall treat it with the same standard of care as for its own confidential information, but in no event less than a reasonable standard of care. "Confidential Information" shall include, but is not limited to, written or oral contracts, trade secrets, know-how, business methods, business policies, memoranda, reports, records, computer retained information, notes, or financial information. Confidential Information shall not include any information which: (i) is or becomes generally known to the public by any means other than a breach of the obligations of the receiving Party; (ii) was previously known to the receiving Party or rightly received by the receiving Party from a third party with no obligation of confidentiality to the disclosing Party; (iii) is independently developed by the receiving Party; or (iv) is subject to disclosure under court order or other lawful process. The Parties agree not to make each other's Confidential Information available in any form to any third party or to use each other's Confidential Information for any purpose other than as specified in this Agreement. Each Party's Confidential Information shall remain the sole and exclusive property of that Party. Each Party agrees that it shall be liable to the other Party for the breach of this Section by its officers, directors, employees, agents, and affiliates as if it had committed the breach.
5. **Company's Intellectual Property.** The "Authentic Leadership Intensive™", Intensive character descriptions, context sheets, scripts, any materials issued by the Company and used over the course of the Intensive, all inventions, copyrights, trademarks, patents, inventions, discoveries, concepts, materials and ideas, whether or not patentable, including, but not limited to, all processes, methods, formulas, products, services and techniques, as well as improvements thereof and know-how related thereto, that are made or conceived by the Actor during the term of this Agreement or with the use or assistance of the Company's facilities, materials, information, or personnel, and its Confidential Information ("Intellectual Property") are property of the Company, and the Company has the exclusive rights, title, and interest to the Intellectual Property.
6. **Representation and Warranties.** Each Party represents and warrants to the other that it has full power and authority to execute and deliver this Agreement, and to perform its obligations hereunder. This Agreement constitutes valid and legally binding obligations enforceable against each of the Parties and its successors in accordance with its terms.
7. **Limitation of Liability.** In no event shall the Company be liable to the Client for any special, punitive, incidental, indirect, or consequential damages of any kind in connection with this Agreement.
8. **Indemnification.** To the extent allowed by law, the client shall indemnify, defend, and hold the Company and its subsidiaries, affiliates, sub-contractors, officers, agents, co-branders, and employees harmless from any and all claims, damages, liabilities, costs, and expenses (including, but not limited to, reasonable attorneys' fees and all related costs and expenses) arising from or in any way relating to (a) its willful misconduct or gross negligence in performing its obligations under this Agreement, or (b) liability, whether through litigation or otherwise, resulting from injury to a Participant.
9. **Additional Waiver of Liability.** In conducting the Intensive, the Company places participants into highly realistic, elaborate, and extended "real life" scenarios designed to reflect difficult and challenging situations. In consideration of participation in the Intensive, the Client, for itself, its

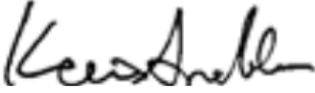
affiliates, Participants, and their respective successors, assigns, heirs, estate, survivors, and next of kin, hereby release, waive, discharge, and covenant not to sue Company, its affiliates, officers, directors, employees, agents, or subcontractors, for mental, emotional, psychological injury including, but not limited to, intentional or negligent infliction of emotional distress, personal injury or death or any other causes of action (“Injury”), in law or equity, arising out of undersigned’s participation in the Intensive. Client intends this waiver and release of legal claims to be as broad and comprehensive as state and federal and/or other law shall allow. The terms of this legal waiver and release does not waive any claim that the Company cannot legally waive under applicable law. This waiver shall be governed by the laws of New York without regard to conflict of laws principles and to the extent not preempted by federal law.

10. **Non-Circumvention.** Client agrees for itself, its affiliates, officers, directors, agents, and employees, that it shall not take or fail to take any action if such action or failure would reasonably be expected to have the effect of prohibiting or otherwise failing to perform in good faith the Client’s obligations under this Agreement.
11. **Governing Law and Dispute Resolution.** The validity, interpretation, construction, and performance of this Agreement will be governed by and construed in accordance with the laws of the State of New York, without regard to conflicts of laws principles. Any action or proceeding arising under this Agreement may only be brought in the federal or state courts in Kings County, New York. Both Parties hereby consent to the exercise of personal jurisdiction by such courts with respect to any such proceeding.
12. **Force Majeure.** Performance by either Party under this Agreement is excused during the period such performance is prevented or delayed by government restrictions (whether with or without valid jurisdiction), war or warlike activity, insurrection or civil disorder, pandemic, or any other causes similar or dissimilar to the foregoing that are beyond the control of either Party and are not foreseeable at the time this Agreement is executed.
13. **Assignability and Parties of Interest.** Client agrees and understands that, unless otherwise specified in this Agreement, Client is not contracting for a personal service that will be performed by any specific trainer, facilitator, or coach. Company may assign any trainer, facilitator, or coach associated with the Company to perform its duties under this Agreement. All trainers, facilitators, and coaches will be capable and competent to perform the services in an appropriate manner. Either Party may assign this Agreement.
14. **Severability.** If any provision of this Agreement is determined to be invalid or unenforceable, the invalidity or unenforceability thereof will not affect the remaining provisions of this agreement, which will nevertheless remain in full force and effect.
15. **Entire Agreement.** This Agreement contains the entire understanding among the Parties hereto with respect to the subject matter hereof, and supersedes all prior and contemporaneous agreements, understandings, inducements and conditions, express or implied, oral or written, of any nature whatsoever with respect to the subject matter hereof.
16. **Remedies; Injunctive Relief.** The Client acknowledges and agrees that the Company’s remedy at law for a breach or threatened breach of this Agreement by the Client of any of the provisions of Sections 3, 4, and 9 of this Agreement, would be inadequate it is agreed that in addition to any and all remedies at law, the Company shall be entitled to equitable relief in the form of specific

performance, preliminary and permanent injunction, temporary restraining order and any other equitable remedy which may then be available without posting a bond or other surety. The Client acknowledges that the granting of a temporary restraining order, preliminary injunction or permanent injunction merely prohibiting the use of trade secrets and like proprietary information would not be an adequate remedy upon breach or threatened breach and consequently agrees upon any such breach or threatened breach not to oppose the granting of injunctive relief. Nothing herein contained shall be construed as prohibiting the Company from pursuing any other remedies available to it, at law or in equity, for such breach or threatened breach. Client agrees that if a court of competent jurisdiction determines that Client has willfully breached this Agreement Client shall reimburse Company for all costs related to obtaining such ruling, including reasonable attorneys' fees.

17. **Headings.** Headings in this Agreement are for convenience of reference only and shall not limit or otherwise affect the meaning hereof.
18. **Counterparts.** This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original, but all of which shall constitute one and the same agreement.
19. **Survival.** All provisions of this Agreement that may reasonably be interpreted or construed as surviving termination of this Agreement will survive such termination.

IN WITNESS WHEREOF, each of the Parties has executed this Agreement by its duly authorized representative, as of the Effective Date.

Kander Consulting LLC d/b/a Authentic Leaders	Ewing Marion Kauffman School
	
By: Kevin Anderle	By: Katie Pasniewski

SERVICES AGREEMENT ADDENDUM

This Services Agreement Addendum (the "Addendum") dated August 3, 2022 (the "Effective Date") is made to the Service Agreement Contract Addendum between Kander Consulting LLC ("the Company") and Ewing Marion Kauffman School ("the Client") executed on June 17, 2022, and is now amended by mutual agreement by the parties as follows:

Training Services

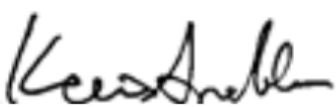
Service	Cost
3-Day Intensive (virtual) to be held on October 3-5, 2022 (up to 8 participants)	\$32,250
Discount for organizations booking more than one intensive	-\$2,250
3-Day Intensive (virtual) to be held on October 12-14, 2022 (up to 8 participants)	\$32,250
Discount for organizations booking more than one intensive	-\$2,250
3-Day Intensive to be held on August 3-5, 2022	\$32,250
Additional fee for in-person execution of the intensive	\$10,000
Additional fee for large group execution	\$15,000
Discount for organizations booking more than one intensive	-\$2,250
Total Cost:	\$115,000

Invoice Schedule

The Company shall invoice the Client for \$115,000 and the invoice shall be paid in full by August 11, 2022.

All other terms and conditions remain unchanged and in effect. This Addendum and any/all preceding amendments to the Agreement are hereby incorporated by reference into the original Addendum executed on June 17, 2022, as if fully rewritten therein.

IN WITNESS WHEREOF, each of the Parties has executed this Addendum by its duly authorized representative, as of the Effective Date.

Kander Consulting LLC d/b/a Authentic Leaders	Ewing Marion Kauffman School
	
By: Kevin Anderle	By: Katie Pasniewski

Return of Organization Exempt From Income Tax
 Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
 Do not enter social security numbers on this form as it may be made public.
 Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2020
 Open to Public Inspection

Department of the Treasury
 Internal Revenue Service

A For the 2020 calendar year, or tax year beginning **07/01/20**, and ending **06/30/21**

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

C Name of organization
EWING MARION KAUFFMAN SCHOOL, INC.
 Doing business as
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
6401 THE PASEO BLVD
 City or town, state or province, country, and ZIP or foreign postal code
KANSAS CITY MO 64131

D Employer identification number
27-1982958

E Telephone number
816-612-8505

G Gross receipts \$ **22,686,630**

F Name and address of principal officer:
HANNAH LOFTHUS
6401 PASEO BLVD
KANSAS CITY MO 64131

H(a) Is this a group return for subordinates Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. See instructions

I Tax-exempt status: 501(c)(3) 501(c) () **t** (insert no.) 4947(a)(1) or 527

J Website: **WWW.KAUFFMANSCHOOL.ORG**

H(c) Group exemption number **u**

K Form of organization: Corporation Trust Association Other **u**

L Year of formation: **2010** **M** State of legal domicile: **MO**

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: PREPARE STUDENTS TO EXCEL ACADEMICALLY, GRADUATE FROM COLLEGE, AND APPLY THEIR UNIQUE TALENTS IN THE WORLD TO CREATE ECONOMICALLY INDEPENDENT AND PERSONALLY FULFILLING LIVES.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	6
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	6
	5 Total number of individuals employed in calendar year 2020 (Part V, line 2a)	5	208
	6 Total number of volunteers (estimate if necessary)	6	35
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
7b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	17,531,914	22,601,836
	9 Program service revenue (Part VIII, line 2g)	106,340	83,905
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	20,286	889
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0
	12 Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	17,658,540	22,686,630
	Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	9,319
14 Benefits paid to or for members (Part IX, column (A), line 4)		0	0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		10,169,601	10,479,575
16a Professional fundraising fees (Part IX, column (A), line 11e)		0	0
16b Total fundraising expenses (Part IX, column (D), line 25) u		0	0
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		6,481,494	6,380,996
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	16,660,414	17,023,654	
19 Revenue less expenses. Subtract line 18 from line 12	998,126	5,662,976	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	8,538,829	12,328,924
	21 Total liabilities (Part X, line 26)	2,374,251	501,370
	22 Net assets or fund balances. Subtract line 21 from line 20	6,164,578	11,827,554

Part II Signature Block

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

Sign Here

Signature of officer: **KRISTIN BECHARD** Date: _____
 Type or print name and title: **TREASURER**

Paid Preparer Use Only

Print/Type preparer's name: **LEA ANN O'BRIEN** Preparer's signature: _____ Date: _____
 Check if PTIN self-employed **P01233926**

Firm's name: **WESTBROOK & CO., P.C.** Firm's EIN: **43-1628835**
 Firm's address: **749 DRISKILL DR RICHMOND, MO 64085-1608** Phone no.: **816-776-3584**

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

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

THE MISSION OF THE KAUFFMAN SCHOOL IS TO PREPARE STUDENTS TO EXCEL ACADEMICALLY, GRADUATE FROM COLLEGE, AND APPLY THEIR UNIQUE TALENTS IN THE WORLD TO CREATE ECONOMICALLY INDEPENDENT AND PERSONALLY FULFILLING LIVES.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes No

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes No

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

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

4a (Code:) (Expenses \$ 13,448,206 including grants of \$ 163,083) (Revenue \$ 83,905)

SEE SCHEDULE O

DRAFT

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

N/A

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

N/A

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

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

4e Total program service expenses u 13,448,206

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules (continued)

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

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

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

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 2a 208		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country u See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		X
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		X
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12 10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b		
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders 11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b		
c	Enter the amount of reserves on hand 13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year?		X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		X

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

Section A. Governing Body and Management

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

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

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

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **u MO**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **u**

JERRAD JONES **6401 THE PASEO BLVD** **MO 64131** **816-612-8505**
KANSAS CITY

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average hours per week per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) HANNAH LOFTHUS CEO	40.00 0.00			X			216,494	0	39,767	
(2) KATHERINE PASNIEWSKI COO	40.00 0.00				X		161,659	0	45,045	
(3) JERRAD JONES DIRECTOR OF FINANCE	40.00 0.00					X	103,392	0	36,083	
(4) MANETHIA DANIELS DEAN	40.00 0.00					X	104,992	0	32,472	
(5) LINDSEY DOLGE PRINCIPAL	40.00 0.00					X	106,721	0	29,400	
(6) MAYRA AGUIRRE BOARD MEMBER	1.00 0.00	X					0	0	0	
(7) KRISTIN BECHARD TREASURER	1.00 0.00	X		X			0	0	0	
(8) GLORIA JACKSON-LEATHERS BOARD MEMBER	1.00 0.00	X					0	0	0	
(9) TRACEY MCFERRIN BOARD MEMBER	1.00 0.00	X					0	0	0	
(10) AARON NORTH BOARD CHAIR	1.00 0.00	X		X			0	0	0	
(11) MAURICE WATSON BOARD MEMBER	1.00 0.00	X					0	0	0	

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

(A) Name and title	(B) Average hours per week per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) JOHN TYLER SECRETARY	1.00 0.00			X				0	0	0
DRAFT										
1b Subtotal							693,258		182,767	
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)							693,258		182,767	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **u3**

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
AMERICAN FOOD AND VENDING CORP KANSAS CITY MO 64108	1501 W 31ST ST FOOD SERVICE	1,020,316
APPLE BUS COMPANY CLEVELAND MO 64734	230 E MAIN ST TRANSPORTATION	903,049
EDUCATION BUSINESS SOLUTIONS INC LEE'S SUMMIT MO 64064	3536 NW PRIMROSE CT INSTR. SERVICES	147,000

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

3

Part VIII Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	16,146,934				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	6,454,902				
	g Noncash contributions included in lines 1a-1f	1g	\$ 25,423				
	h Total. Add lines 1a-1f	u	22,601,836				
	Program Service Revenue	2a PROGRAM FEES	Business Code	900099	83,905	83,905	
b							
c							
d							
e							
f All other program service revenue							
g Total. Add lines 2a-2f		u		83,905			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)	u		889		889	
	4 Income from investment of tax-exempt bond proceeds	u					
	5 Royalties	u					
	6a Gross rents	6a	(i) Real				
			(ii) Personal				
	b Less: rental expenses	6b					
	c Rental inc. or (loss)	6c					
	d Net rental income or (loss)	u					
	7a Gross amount from sales of assets other than inventory	7a	(i) Securities				
			(ii) Other				
	b Less: cost or other basis and sales exps.	7b					
	c Gain or (loss)	7c					
	d Net gain or (loss)	u					
8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a						
b Less: direct expenses	8b						
c Net income or (loss) from fundraising events	u						
9a Gross income from gaming activities. See Part IV, line 19	9a						
b Less: direct expenses	9b						
c Net income or (loss) from gaming activities	u						
10a Gross sales of inventory, less returns and allowances	10a						
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory	u						
Miscellaneous Revenue	11a	Business Code					
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d	u					
12 Total revenue. See instructions	u		22,686,630	83,905	0	889	

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	163,083	163,083		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	462,966	334,835	128,131	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	7,235,302	5,760,575	1,474,727	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,031,368	827,056	204,312	
9 Other employee benefits	1,129,711	927,522	202,189	
10 Payroll taxes	620,228	451,169	169,059	
11 Fees for services (nonemployees):				
a Management				
b Legal	136,980		136,980	
c Accounting	107,885		107,885	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	93,634		93,634	
13 Office expenses				
14 Information technology	26,500		26,500	
15 Royalties				
16 Occupancy	1,992,043	1,962,703	29,340	
17 Travel	78,909	64,468	14,441	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	157,659	44,357	113,302	
23 Insurance	107,201	36,629	70,572	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a FOOD SERVICE	1,402,468	1,402,468		
b OTHER PURCHASED SERVICES	832,516	246,654	585,862	
c TRANSPORTATION	643,487	643,487		
d TEXTBOOK & EDU. MATERIALS	524,642	524,642		
e All other expenses	277,072	58,558	218,514	
25 Total functional expenses. Add lines 1 through 24e	17,023,654	13,448,206	3,575,448	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year	
Assets	1	Cash—non-interest-bearing	7,110,711	1	11,227,802
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	495,949	4	308,722
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	305,802	9	259,928
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 1,103,717		
	10b	Less: accumulated depreciation	10b 571,245	10c	532,472
	11	Investments—publicly traded securities		11	
	12	Investments—other securities. See Part IV, line 11		12	
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	
16	Total assets. Add lines 1 through 15 (must equal line 33)	8,538,829	16	12,328,924	
Liabilities	17	Accounts payable and accrued expenses	502,751	17	501,370
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties	1,871,500	23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26	Total liabilities. Add lines 17 through 25	2,374,251	26	501,370
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.				
	27	Net assets without donor restrictions	6,164,578	27	11,827,554
	28	Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	6,164,578	32	11,827,554
33	Total liabilities and net assets/fund balances	8,538,829	33	12,328,924	

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	22,686,630
2	Total expenses (must equal Part IX, column (A), line 25)	2	17,023,654
3	Revenue less expenses. Subtract line 2 from line 1	3	5,662,976
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	6,164,578
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	11,827,554

Part XII Financial Statements and Reporting

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

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
2b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
2c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	X	
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	X	

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

u Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2020

Open to Public Inspection

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

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

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

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2020 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2019 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2020. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 33 1/3% support test—2019. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10%-facts-and-circumstances test—2020. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10%-facts-and-circumstances test—2019. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) u	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) u	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

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

Section C. Computation of Public Support Percentage

15 Public support percentage for 2020 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2019 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2020 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2019 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests—2020. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests—2019. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations *(continued)*

- 11** Has the organization accepted a gift or contribution from any of the following persons?
- a** A person who directly or indirectly controls, either alone or together with persons described in lines 11b and 11c below, the governing body of a supported organization?
 - b** A family member of a person described in line 11a above?
 - c** A 35% controlled entity of a person described in line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.*

	Yes	No
11a		
11b		
11c		

Section B. Type I Supporting Organizations

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

	Yes	No
1		
2		

Section C. Type II Supporting Organizations

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

	Yes	No
1		

Section D. All Type III Supporting Organizations

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

	Yes	No
1		
2		
3		

Section E. Type III Functionally-Integrated Supporting Organizations

- 1** Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).
- a** The organization satisfied the Activities Test. *Complete line 2 below.*
 - b** The organization is the parent of each of its supported organizations. *Complete line 3 below.*
 - c** The organization supported a governmental entity. *Describe in Part VI how you supported a governmental entity (see instructions).*

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

	Yes	No
2a		
2b		
3a		
3b		

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

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

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

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

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

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

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations <i>(continued)</i>			
Section D – Distributions			Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes		
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
3	Administrative expenses paid to accomplish exempt purposes of supported organizations		
4	Amounts paid to acquire exempt-use assets		
5	Qualified set-aside amounts (prior IRS approval required— <i>provide details in Part VI</i>)		
6	Other distributions (<i>describe in Part VI</i>). See instructions.		
7	Total annual distributions. Add lines 1 through 6.		
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.		
9	Distributable amount for 2020 from Section C, line 6		
10	Line 8 amount divided by line 9 amount		
Section E – Distribution Allocations (see instructions)			
	(i) Excess Distributions	(ii) Underdistributions Pre-2020	(iii) Distributable Amount for 2020
1	Distributable amount for 2020 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2020 (reasonable cause required— <i>explain in Part VI</i>). See instructions.		
3	Excess distributions carryover, if any, to 2020		
a	From 2015		
b	From 2016		
c	From 2017		
d	From 2018		
e	From 2019		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2020 distributable amount		
i	Carryover from 2015 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2020 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2020 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
6	Remaining underdistributions for 2020 Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
7	Excess distributions carryover to 2021. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2016		
b	Excess from 2017		
c	Excess from 2018		
d	Excess from 2019		
e	Excess from 2020		

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

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Schedule of Contributors

2020

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

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(**3**) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

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

General Rule

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

Special Rules

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

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

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

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

Name of organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

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

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	THE EWING MARION KAUFFMAN FOUNDATION 4801 ROCKHILL ROAD KANSAS CITY MO 64110	\$ 5,939,902	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
2	DEPT. OF ELEMENTARY AND SECONDARY ED PO BOX 480 JEFFERSON CITY MO 65102	\$ 11,546,812	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	FEDERAL DEPT. OF EDUCATION PO BOX 480 JEFFERSON CITY MO 65102	\$ 2,585,867	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	FEDERAL COMMUNICATIONS COMMISSION E-RATE PROGRAM 445 12TH ST SW WASHINGTON DC 20554	\$ 8,640	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	KANSAS CITY PUBLIC SCHOOLS 2901 TROOST AVE KANSAS CITY MO 64109	\$ 501,360	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	SCHOOLSMART KC 3105 GILLHAM RD STE 200 KANSAS CITY MO 64109	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

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

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	US SMALL BUSINESS ADMINISTRATION 205 S 8TH STREET FORT DODGE IA 50501	\$ 1,871,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	COMMERCE BANK 1000 WALNUT STREET KANSAS CITY MO 64106	\$ 6,109	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

DRAFT

Name of organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
1	ADMIN & OTHER PROF SERVICES	\$ 25,423	

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SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

u Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

u Attach to Form 990.

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

OMB No. 1545-0047

2020

Open to Public Inspection

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements.

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

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year, 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Description, Amount. Rows include: 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. 1b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1, (ii) Assets included in Form 990, Part X. 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1, b Assets included in Form 990, Part X.

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

- 3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange program
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

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

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|--|-----------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds.

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

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

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment **u**
 - b** Permanent endowment **u**
 - c** Term endowment **u**
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|---|---------------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		296,802	64,158	232,644
c Leasehold improvements				
d Equipment		792,209	497,935	294,274
e Other		14,706	9,152	5,554
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)			u	532,472

Part VII Investments – Other Securities.

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

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

Part VIII Investments – Program Related.

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

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

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Part IX Other Assets.

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

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

Part X Other Liabilities.

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

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

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

Part XIII Supplemental Information *(continued)*

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SCHEDULE E
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Schools

u Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.
u Attach to Form 990 or Form 990-EZ.
u Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	X	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	X	
3 Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its taxable year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II	X	
EWING MARION KAUFFMAN SCHOOL HAS A NON-DISCRIMINATION POLICY INCLUDED ON THE SCHOOL'S WEBSITE, CONTAINED IN MATERIALS, PUBLISHED IN THE KANSAS CITY STAR IN OCTOBER 2020, AND MOST RECENTLY IN SEPTEMBER 2021.		
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	X	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	X	
d Copies of all material used by the organization or on its behalf to solicit contributions?	X	
If you answered "No" to any of the above, please explain. If you need more space, use Part II.		
5 Does the organization discriminate by race in any way with respect to:		
a Students' rights or privileges?		X
b Admissions policies?		X
c Employment of faculty or administrative staff?		X
d Scholarships or other financial assistance?		X
e Educational policies?		X
f Use of facilities?		X
g Athletic programs?		X
h Other extracurricular activities?		X
If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		
6a Does the organization receive any financial aid or assistance from a governmental agency?	X	
b Has the organization's right to such aid ever been revoked or suspended?		X
If you answered "Yes" on either line 6a or line 6b, explain on Part II.		
7 Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Part II	X	

Part II **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information. See instructions.

SCH E - FINANCIAL AID OR GOVERNMENT ASSISTANCE EXPLANATION

PART I, QUESTION 6A

THE ORGANIZATION RECEIVES FEDERAL AND STATE FUNDING THROUGH THE MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION

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**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
u Attach to Form 990.
u Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

**Open to Public
Inspection**

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1)								
(2)								
(3)								
(4)								
(5)								
(6)								
(7)								
(8)								
(9)								

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **u**

3 Enter total number of other organizations listed in the line 1 table **u**

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2020)

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information
For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
u Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
u Attach to Form 990.
u Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public
Inspection

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|---|
| <input type="checkbox"/> Compensation committee | <input checked="" type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1a		
1b		
2		
3		
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7		X
8		X
9		

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 HANNAH LOFTHUS CEO	(i)	216,494	0	0	32,538	7,229	256,261	0
	(ii)	0	0	0	0	0	0	0
2 KATHERINE PASNIEWSKI COO	(i)	161,659	0	0	26,030	19,015	206,704	0
	(ii)	0	0	0	0	0	0	0
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

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Part III Supplemental Information

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

PART III - OTHER ADDITIONAL INFORMATION

PART I, LINE 3 - ORGANIZATION METHODS USED FOR COMPENSATION EXPLANATION

THE BOARD AND GOVERNANCE COMMITTEE REVIEW THE SALARY AND COMPENSATION

PACKAGES OF THE CEO AND TOP OFFICIALS AS PART OF THE OVERALL BUDGET REVIEW

AND AS PART OF AN ANNUAL REVIEW OF THE CEO PERFORMANCE. THE BOARD AND

GOVERNANCE COMMITTEE ALSO COMPARE THESE PACKAGES TO COMPARABLE MARKET

COMPANIES. ADDITIONALLY, THE ORGANIZATION PERIODICALLY CONTRACTS AN

INDEPENDENT THIRD PARTY TO CONDUCT ANALYSIS OF COMPENSATION PACKAGES FOR

ALL POSITIONS.



**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2020

**Open To Public
Inspection**

u Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
u Attach to Form 990.
u Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art — Works of art				
2 Art — Historical treasures				
3 Art — Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities — Publicly traded				
10 Securities — Closely held stock				
11 Securities — Partnership, LLC, or trust interests				
12 Securities — Miscellaneous				
13 Qualified conservation contribution — Historic structures				
14 Qualified conservation contribution — Other				
15 Real estate — Residential				
16 Real estate — Commercial				
17 Real estate — Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other u (PROFESSIONALS)	X	1	25,423	COST
26 Other u ()				
27 Other u ()				
28 Other u ()				

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29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?		X
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

Part II Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

⤴ Attach to Form 990 or 990-EZ.

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

OMB No. 1545-0047

2020

**Open to Public
Inspection**

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

FORM 990, PART III, LINE 4A - FIRST ACCOMPLISHMENT

ABOUT

THE EWING MARION KAUFFMAN SCHOOL (KAUFFMAN SCHOOL) OPENED ITS DOORS IN THE FALL OF 2011. OUR FIRST GROUP OF ONE HUNDRED FIFTH GRADERS WAS ENROLLED AS OUR CLASS OF 2023, THEIR ANTICIPATED YEAR OF COLLEGE GRADUATION. A NEW FIFTH GRADE CLASS OF ABOUT TWO HUNDRED STUDENTS IS ADDED EACH YEAR. THE KAUFFMAN SCHOOL CURRENTLY SERVES STUDENTS IN GRADES FIVE THROUGH TWELVE. AS A PUBLIC CHARTER SCHOOL, THE KAUFFMAN SCHOOL IS FREE AND OPEN TO ALL STUDENTS RESIDING WITHIN THE DISTRICT BOUNDARIES OF KANSAS CITY, MISSOURI PUBLIC SCHOOLS (KCPS). THE KAUFFMAN SCHOOL CANNOT AND DOES NOT SELECTIVELY ADMIT STUDENTS BASED ON ACADEMIC APTITUDE, RACE, ETHNICITY, INCOME LEVEL, SPECIAL EDUCATION NEEDS, PRIOR SCHOOL RECORD, OR ALMOST ANY OTHER PERSONAL CHARACTERISTIC. THE KAUFFMAN SCHOOL ADMITS STUDENTS UNTIL ITS ENROLLMENT THRESHOLD IS MET. IF THERE ARE MORE APPLICATIONS THAN SEATS, THE KAUFFMAN SCHOOL USES A LOTTERY TO GIVE EVERY APPLICANT AN EQUAL CHANCE OF ADMISSION. THE KAUFFMAN SCHOOL PROVIDES A GEOGRAPHICAL ENROLLMENT PREFERENCE TO STUDENTS LIVING IN SIX VERY HIGH RISK AND HIGH NEED ZIP CODES: 64123, 64124, 64127, 64128, 64130, AND 64132. THE KAUFFMAN SCHOOL ALSO PROVIDES AN ENROLLMENT PREFERENCE TO SIBLINGS OF ENROLLED STUDENTS AND CHILDREN WHOSE PARENTS/GUARDIANS WORK AT THE SCHOOL AND ALSO RESIDE WITHIN THE KCPS BOUNDARIES.

MISSION

THE MISSION OF THE KAUFFMAN SCHOOL IS TO PREPARE STUDENTS TO EXCEL ACADEMICALLY, GRADUATE FROM COLLEGE, AND APPLY THEIR UNIQUE TALENTS IN THE WORLD TO CREATE ECONOMICALLY INDEPENDENT AND PERSONALLY FULFILLING LIVES.

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

VISION STATEMENT

THE KAUFFMAN SCHOOL IS RECOGNIZED AS THE PREMIERE PUBLIC SCHOOL IN THE STATE OF MISSOURI AND AS A NATIONAL MODEL FOR THE ENTIRE PUBLIC SCHOOL SECTOR.

FORM 990, PART VI - ADDITIONAL INFORMATION

LINE 2 - BUSINESS RELATIONSHIP AMONG OFFICERS AND DIRECTORS

KRISTIN BECHARD, AARON NORTH, JOHN TYLER, AND GLORIA JACKSON-LEATHERS HAVE A BUSINESS RELATIONSHIP IN THAT THEY ARE EMPLOYED BY THE SAME ORGANIZATION.

FORM 990, PART VI, LINE 7A - ELECTION OF MEMBERS AND THEIR RIGHTS

THE EWING MARION KAUFFMAN FOUNDATION RETAINS AUTHORITY TO APPOINT ONE OR MORE MEMBERS OF THE BOARD SO LONG AS IT IS NOT A MAJORITY OF THE BOARD.

FORM 990, PART VI, LINE 7B - DECISIONS SUBJECT TO APPROVAL OF MEMBERS

THE EWING MARION KAUFFMAN FOUNDATION CEO MUST APPROVE CERTAIN AMENDMENTS TO THE BYLAWS TO THE EXTENT THEY AFFECT THE EWING MARION KAUFFMAN FOUNDATION'S RIGHTS UNDER THE BYLAWS.

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

THE ORGANIZATION PROVIDES A COPY OF THE FORM 990 TO THE BOARD CHAIR, SECRETARY, AND TREASURER FOR REVIEW AND COMMENT PRIOR TO FINALIZATION. ALL OTHER BOARD MEMBERS ARE PROVIDED A COPY OF THE FINAL FORM.

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

EWING MARION KAUFFMAN SCHOOL CONSISTENTLY MONITORS AND ENFORCES COMPLIANCE WITH ITS CONFLICT OF INTEREST POLICY. THE REVIEW PROCEDURES ARE AS FOLLOWS:

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

1. ON AT LEAST AN ANNUAL BASIS EACH DIRECTOR, OFFICER, AND KEY EMPLOYEE IS PROVIDED WITH AND ASKED TO REVIEW THE POLICY AND TO CERTIFY THAT THEY HAVE DONE SO. 2. ANNUALLY EACH DIRECTOR, OFFICER, AND KEY EMPLOYEE COMPLETES A DISCLOSURE FORM IDENTIFYING ANY RELATIONSHIPS, POSITIONS, OR CIRCUMSTANCES IN WHICH HE OR SHE IS INVOLVED THAT HE OR SHE BELIEVES COULD CONTRIBUTE TO A CONFLICT OF INTEREST. SUCH RELATIONSHIPS, POSITIONS, OR CIRCUMSTANCES MIGHT INCLUDE SERVICE AS DIRECTOR OF OR A CONSULTANT TO ANOTHER NONPROFIT ORGANIZATION, OR OWNERSHIP OF A BUSINESS THAT MIGHT PROVIDE GOODS OR SERVICES TO EWING MARION KAUFFMAN SCHOOL, INC. ANY SUCH INFORMATION REGARDING THE BUSINESS OR INTERESTS OF A DIRECTOR, OFFICER, OR KEY EMPLOYEE, OR A FAMILY MEMBER THEREOF, IS TREATED AS CONFIDENTIAL AND GENERALLY MADE AVAILABLE ONLY TO THE CHAIR, THE SECRETARY, AND ANY COMMITTEE APPOINTED TO ADDRESS CONFLICTS OF INTEREST, EXCEPT TO THE EXTENT ADDITIONAL DISCLOSURE IS APPROPRIATE TO IMPLEMENT THE POLICY. 3. THE POLICY IS REVIEWED ANNUALLY BY EACH MEMBER OF THE BOARD OF DIRECTORS. ANY CHANGES TO THE POLICY ARE COMMUNICATED TO ALL RESPONSIBLE PERSONS. 4. NO ONE WITH A CONFLICT OF INTEREST IS ALLOWED TO PARTICIPATE IN DECISIONS WITH WHICH THEY HAVE A CONFLICT. THOSE WHO ARE MAKING THE DECISIONS IN SUCH SITUATIONS ARE MADE AWARE OF THE CONFLICT. APPROPRIATE DOCUMENTATION IS MAINTAINED.

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL
THE BOARD AND GOVERNANCE COMMITTEE REVIEW THE SALARY AND COMPENSATION PACKAGES OF THE CEO AND TOP OFFICIALS AS PART OF THE OVERALL BUDGET REVIEW AND AS PART OF AN ANNUAL REVIEW OF THE CEO PERFORMANCE.

FORM 990, PART VI, LINE 15B - COMPENSATION PROCESS FOR OFFICERS
THE ORGANIZATION PERIODICALLY CONTRACTS AN INDEPENDENT THIRD PARTY TO

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

CONDUCT ANALYSIS OF COMPENSATION PACKAGES FOR ALL POSITIONS. THE BOARD AND GOVERNANCE COMMITTEE ALSO COMPARE THESE PACKAGES TO COMPARABLE MARKET COMPANIES.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION ALL DOCUMENTS REQUIRED BY SECTION 1604 FOR PUBLIC INSPECTION ARE AVAILABLE UPON REQUEST.

DRAFT

Depreciation and Amortization
(Including Information on Listed Property)

u Attach to your tax return.

u Go to www.irs.gov/Form4562 for instructions and the latest information.

Name(s) shown on return **EWING MARION KAUFFMAN SCHOOL, INC.** Identifying number **27-1982958**

Business or activity to which this form relates

INDIRECT DEPRECIATION

Part I Election To Expense Certain Property Under Section 179

Note: If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	1,040,000
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	2,590,000
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	
6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost
7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the smaller of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2019 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5. See instructions	11	
12	Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11	12	
13	Carryover of disallowed deduction to 2021. Add lines 9 and 10, less line 12	13	

Note: Don't use Part II or Part III below for listed property. Instead, use Part V.

Part II Special Depreciation Allowance and Other Depreciation (Don't include listed property. See instructions.)

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year. See instructions	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	109,201

Part III MACRS Depreciation (Don't include listed property. See instructions.)

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2020	17	0
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here <input type="checkbox"/> u <input type="checkbox"/>		

Section B—Assets Placed in Service During 2020 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only—see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property						
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs.		S/L	
h Residential rental property			27.5 yrs.	MM	S/L	
			27.5 yrs.	MM	S/L	
i Nonresidential real property			39 yrs.	MM	S/L	
				MM	S/L	

Section C—Assets Placed in Service During 2020 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs.		S/L	
c 30-year			30 yrs.	MM	S/L	
d 40-year			40 yrs.	MM	S/L	

Part IV Summary (See instructions.)

21	Listed property. Enter amount from line 28	21	
22	Total. Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations—see instructions	22	109,201
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

For Paperwork Reduction Act Notice, see separate instructions.