

**Ewing Marion Kauffman School Board of Directors
Board of Directors Meeting – June 10 at 8:30am (CST) / 9:30am (EST)**

Contents

Meeting agenda	3
Finance: Forecast 5 (FY20)	5
Leadership Report: June 2020 Kauffman School one-pager	7
Governance: Summary of items for review	9
Governance: School calendar (2020-21)	11
Governance: Personnel policies – paid time off	13
Governance: Board policy 4150 – staff monetary compensation	15
Board minutes: May 13, 2020	21-53
Closed session: materials will be provided prior to June 10	N/A

Please Note

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

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

Zoom Conference Call Line

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

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

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

Meeting ID: 796-989-6793#

Contact

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



EWING MARION
KAUFFMAN SCHOOL

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

Ewing Marion Kauffman School (Zoom meeting)
Wednesday, June 10, 2020
Board of Directors Meeting (8:30am CT)

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

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

Meeting ID: 796-989-6793

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

8:30 am

CALL TO ORDER

- Welcome guests
- Review and discuss meeting agenda
- *Action:* Meeting minutes (05/13/2020)

FINANCE

- *Action:* Review Forecast 5 for FY20
- *Action:* Vendor cost and management approvals
 - *EdOps*
 - *MNJ Technologies*

SCHOOL LEADERSHIP REPORT

COMMUNITY FORUM

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

GOVERNANCE

- *Action:* Policy review and approval
 - 2020 school calendar
 - Personnel policies: paid time off
 - Board policy 4150: employment – staff monetary compensation

CLOSED SESSION

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

ADJOURN

Future Meetings:

July 13 (5:30pm; committee)

July 15 (8:30am; board)

EWING MARION KAUFFMAN SCHOOL, INC
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS (Cash Basis)
FY2020 FORECAST #5

	<u>Budget</u>	<u>Forecast #1</u>	<u>Forecast #2</u>	<u>Forecast #3</u>	<u>Forecast #4</u>	<u>Forecast #5</u>	<u>Budget Var F/(UNF)</u>	<u>% Var</u>
Revenues, Gains, and Other Support								
State & Local Public Funding	11,802,448	11,476,771	11,413,446	11,350,348	11,394,665	10,994,665	(807,783) ⁽¹⁾	-7%
Federal Funding	1,555,023	1,487,454	1,465,696	1,632,901	1,762,901	1,977,901	422,879 ⁽²⁾	27%
EMKF Operations Grant	4,484,330	4,484,330	4,484,330	4,484,330	3,363,247	3,363,247	(1,121,083)	-25%
Other Revenue	218,769	188,662	287,664	431,288	2,374,883	2,357,882	2,139,113 ⁽³⁾	978%
Other EMKF Support	313,396	313,396	313,396	313,396	293,396	293,396	(20,000)	-6%
Total Revenues	18,373,966	17,950,612	17,964,532	18,212,263	19,189,093	18,987,092	815,127	3%
Operating Expenses								
Wages & Benefits	10,853,841	10,237,673	9,962,746	9,924,401	9,924,401	9,924,401	929,440 ⁽⁴⁾	9%
Professional and Technical Services	1,418,347	1,502,647	1,590,120	1,188,642	1,006,642	981,641	436,706 ⁽⁵⁾	44%
Property Services	2,202,830	2,174,230	2,214,080	2,196,000	2,196,000	2,067,829	135,001	7%
Transportation & Travel	1,426,956	1,372,103	1,411,843	1,190,020	1,190,020	1,190,020	236,936 ⁽⁶⁾	20%
Food Services	990,056	876,894	853,068	943,313	943,313	943,313	46,744 ⁽⁷⁾	5%
Communications	143,997	139,156	180,106	170,660	170,660	185,661	(41,664) ⁽⁸⁾	-22%
Supplies	954,156	940,120	902,136	981,461	883,146	873,145	81,011 ⁽⁹⁾	9%
Building Lease	293,396	293,396	293,396	293,396	293,396	293,396	-	0%
Total Operating Expenses	18,283,579	17,536,218	17,407,495	16,887,892	16,607,577	16,459,405	1,824,174	11%
Change in Net Assets (Cash Basis)	\$90,387	\$414,394	\$557,038	\$1,324,371	\$2,581,515	\$2,527,686	\$2,437,300	
Capital Purchases	90,387	90,387	430,387	89,437	224,437	224,437	134,050	
Net Cash Impact	(0)	324,007	126,651	1,234,934	2,357,078	2,303,249		
Average Enrollment	1131	1118	1118	1118	1118	1118	(13)	1%
Total Staffing	151	151	151	151	140	140	(11)	8%
Cash Expense / Student (excl. bonds)	\$ 15,991	\$ 15,510	\$ 15,693	\$ 14,923	\$ 14,793	\$ 14,661	\$ (1,330)	9%
Reserve Fund Balance	22%	27%	27%	32%	42%	42%	20%	91%
⁽¹⁾ State & Local Public Funding's unfavorable variance is driven by the reduced per student state reimbursement rate from DESE as announced in Fall 2019; the School closure is not having a substantive impact on this funding source at this time. In addition, a \$400k unfavorable reduction is included as an estimate due to the waiver of the Hold Harmless Provision in June 2020.								
⁽²⁾ Federal Funding's favorable variance is driven by the School's participation in preparing and delivering meals for the students while the School is closed. The School is able to be reimbursed through the expanded Seamless Summer Option (SSO) program at a higher-than-budgeted reimbursement rate. The School also received a \$447k allocation in Cares Act/ESSR funds; an estimated \$245k will be claimed in this fiscal year. In addition, Medicaid reimbursements are tracking favorable to budget.								
⁽³⁾ Other Revenue's favorable variance is driven by the receipt of the KCPS supplementary payments. The School also received \$1.9M in SBA PPP forgivable loan funds. The School closure is not impacting this funding source at this time.								
⁽⁴⁾ Wages & Benefits' favorable variance is driven by the average FTE count of 140 vs 151 in the budget; the School closure is not impacting Wage & Benefits expenses as all of our employees remain employed and are working remotely.								
⁽⁵⁾ Professional & Technical Expenses' favorable variance is primarily driven by cancelled study abroad programming and end-of-year trips due to the School closure.								
⁽⁶⁾ Transportation & Travel's favorable variance is driven by the reduction in 2.5 months of daily busing costs due to the School closure; the School is using a reduced amount of services from Apple Bus to facilitate the daily breakfast and lunch delivery to students.								
⁽⁷⁾ Food Services' favorable variance is driven by modest production adjustments to accommodate the SSO program through the end of the school year.								
⁽⁸⁾ Communications' unfavorable variance is driven by increased advertising spend for new student recruitment and enrollment; the School closure is not impacting this line item.								
⁽⁹⁾ Supplies' favorable variance is modest even as it includes the computer and other IT purchases needed for remote learning; the computer purchase is offset by other supplies unlikely to be purchased due to the School closure.								



Ewing Marion *Kauffman School*

CREATING COLLEGE GRADUATES

Catching up with Kauffman School

KC Scholars Update



Congrats to several of our 11th grade students who found out last month that they are recipients of the KC Scholars Scholarship. The traditional scholarship is valued up to \$10,000 a year, renewable for up to 5 years, at 17 participating universities. Additionally, 15 students received the KC Scholars Scholarship specifically for UMKC and Mizzou campuses. Congrats scholars!

Teacher Appreciation Week

We got to celebrate Teacher Appreciation Week last month! While we may not have been in person to celebrate this year, we are so very grateful for the 90+ educators within the Kauffman School network who bring joy, content passion, love for students, and determination in the face of challenges. Cheers to the collective work of our instructional team!

“Thank you teachers for being essential, not just during a pandemic, but throughout your entire career.”



UMKC Bloch Scholars Announced

We are excited to announce that three Kauffman students received the UMKC Bloch Scholars Scholarship! This scholarship is very similar to KC Scholars in that it covers tuition and fees for 5 years (roughly 50k scholarship). Additionally, it can be stacked with federal state aid; this is significant because most scholarship are ‘last dollar’ aid and only cover the gap in tuition that state and federal aid does not cover – leaving students to pay for room and board alone. Congrats to Lynette Fletcher, Demetrius Dahmer, and Nya Harris!

Summary of Items for June 2020 Board Meeting

Headline	Pages	Summary
2020 – 2021 School Calendar	Gov Committee Packet: Pages 7-8 Board Packet: Pages 11-12	<ul style="list-style-type: none"> • The 2020 – 2021 School Calendar includes 184 school days. • The scheduled first day of school is Monday, August 17, 2020. • The schedule last day of school is Friday, June 4, 2020.
Personnel Policies: Paid Time Off	Gov Committee Packet: Pages 9-10 Board Packet: Pages 13-14	<ul style="list-style-type: none"> • Policy updates include the addition of language to compensate staff members for unused PTO.
Board Policies: Policy 4150: Employment – Staff Monetary Compensation	Gov Committee Packet: Pages 11-16 Board Packet: Pages 15-20	<ul style="list-style-type: none"> • Policy updates separate Instructional Staff compensation from Administrative Staff compensation. • Policy updates include the addition of language that modifies merit increases for employees with higher salaries. • Policy updates include the addition of language to compensate staff members for unused PTO.

Ewing Marion Kauffman School

2020-2021

Academic Year Calendar

- School Release at 1:30pm
- Holidays/Breaks (no school)
- End of Quarter for Grades
- Teacher Workday (no school for students)
- Report Card Confs. (1:30 pm release)
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- EOCs (Grade 9, 10 & 12)
- ACT National Exam
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

July 20						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August 20						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

11

September 20						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

21

October 20						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

21

November 20						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

16

December 20						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

14

January 21						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

18

February 21						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

19

March 21						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

19

April 21						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

21

May 21						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

20

June 21						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

4

July 21						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 21						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Start and End of School Year
Aug 17th: 5th grade start
Aug 19th: 6th - 12th grade start
May 26 - 12th grade last day
June 4: 5th - 11th grade last day
Quarter & Semester Key Dates:
Aug. 17 - Oct. 16 (Quarter 1); Grades close 10/11
Oct. 19- January 8 (Quarter 2); Grades close 1/8
Aug. 17 - Jan 8 (Semester 1)
Jan. 5 - Mar. 12 (Quarter 3) Grades close 3/12
Mar. 23 - June 4 (Quarter 4) Grades close 6/4
Jan. 11 - June 4 (Semester 2)
May 7, Signing Day
May 26/27, Evening Graduation (pending venue availability)
Inclement Weather Days (if necessary):
June 7, 8
School Release at 1:30pm
Aug. 17-21, 28
Sep. 4, 11, 18, 25
Oct. 2, 9, 16, 23, 30
Nov. 6, 13, 20
Dec. 4, 11, 18
Jan. 8, 15, 22, 29
Feb. 5, 12, 19, 26
Mar. 5, 12, 19, 26
Apr. 9, 16, 23, 30
May 7, 14, 21, 28
June 4
No School
Sept. 7 Labor Day
Oct. 19 Fall Break
Nov. 23, 24, 25, 26, 27 Thanksgiving Break
Dec. 21, 22, 23, 24, 25, 28, 29, 30 31 Winter Break
Jan. 1, 4 (No school for students) Winter Break
Jan 18 Martin Luther King, Jr. Day
Feb. 15 Presidents' Day
Mar. 26 Parent/Teacher Conferences (no school for students)
Mar. 29, 30, 31 Spring Break
Apr. 1, 2 Spring Break
May 31 Memorial Day
Report Card Conferences
Oct. 29 Evening; Oct 30 (Students attend regular Friday schedule)
Mar 25 (Evening, optional) March 26 (No school for students)
Progress Reports/Report Card Mailings
Quarter 1: Conferences 10/30; No Progress Report
Quarter 2: PR Handed out 11/20; RC Mailed 1/15
Quarter 3: PR Handed out 2/12; Conf. 3/26
Quarter 4: PR Handed out 4/23; RC Mailed 6/11
Overnight Trips
HS: 9th Grade week of May 10; 10th-12th: May 19-21
5-8: May 13th & 14th
Site Visits

ANET/Interim Assessments (Grades 5-8)
Sep. 29-Oct.1 ANET 1 (Grades 5-8)
Nov. 17-19 ANET 2 (Grades 5-8)
Jan. 26-28 ANET 3 (Grades 5-8)
Mar. 16-18 ANET 4 (Grades 5-8)
Missouri MAP Tests (Grades 5-8)
May 11-14 MAP Week 1 (Grades 5-8)
May 17-21 MAP Week 2 (Grades 5-8)
Jan. 11 - Mar. 5 ACCESS Window
Nov. 2-19 MAP A Fall Window
April 5-22 MAP A Spring Window
STEP Assessments
STEP 1: Aug 31, Sep. 1, 2, 3, 4, 8, 9, 10, 11, 14, 15, 16
STEP 2: Nov. 30, Dec 1, 3, 4, 7, 8, 9, 10, 11, 14, 15, 16
STEP 3: Feb 16, 17, 18, 19, 22, 23, 24, 25, 26, 1, 2, 3,
STEP 4: May 19, 20, 21 (6th/7th Start), 24, 25, 26, 27, 28
Missouri EOC Tests
Jan 26-27 Pre-Test 1 (Grade 9, Bio & Alg, Grade 10 Eng., Grade 12, Gov)
March 9-10 Pre-Test 2 (Grade 9, Bio & Alg, Grade 10 Eng., Grade 12, Gov)
Apr. 27-28 (Grade 9, Bio & Alg, Grade 10 Eng., Grade 12, Gov)
ACT State Exams
October 6, 2020 (October 20, 2020 is Makeup)
March 30, 2021 (Makeup April 13, 2021 recommended instead)
National Exam Dates: Sep. 12, Oct. 24, Dec. 12, Feb. 6, Apr. 17, June 12, July 17
ACT Practice Tests
Need 12th grade ACT diagnostic in September
ACT 1: October 9 (Grades 9-11)
ACT 2: December 7 (11)
ACT 3: Feb 12 (9-11)
May: final ACT practice for 9-10 (11th won't be doing - prepping for June 12)
AP Exams
AP US Government - Monday May 3 (12th)
AP Calculus AB - Tuesday, May 4 (12th)
AP Literature - Wednesday, May 5 (12th)
AP US History - Thursday, May 6 (11th)
AP Chemistry - Friday, May 7 (TBD)
AP World History - Monday, May 10 (10th)
AP Seminar - Tuesday, May 11 (11th)
AP Language - Wednesday, May 12 (11th)
AP Biology - Friday, May 14 (TBD)
HS Interims
Oct. 5-8 Interim 1 (Grades 9-12)
Dec. 1-4 Interim 2 (Grades 9th-12th)
Feb 22-26 Interim 3 (Grades 9-12)
May 17-21 Interim 4 (9th Grade Only); May 10-14 for 10-11
9th grade finals: ELA, Math (in class), Science (in class), Spanish, History
10th Grade finals: ELA, Math, Science, Spanish
11th Grade Finals: Math; 12th Grade: No Finals
Key Dates 21-22 School Year
First day: August 16, 2021
Last Day: June 3, 2022
Teacher Summer PD 2022: June 6-17, 2022

Paid Time Off (PTO) and Vacation

Overview

Paid Time Off (PTO) is intended to be used for serious illness, personal emergencies, or rarely-occurring obligations that cannot be addressed before or after the school day or during school breaks.

Full-time, benefits-eligible team members may be approved to take up to six (6) days of PTO. However, PTO requests are considered on a case-by-case basis, and there is no guarantee that a PTO request will be approved. In considering PTO requests and implementing the PTO policy, the Kauffman School makes every effort to balance individual team members' needs with the needs of students, families, and other team members.

Request & Review Process

To request PTO, a team member must submit a request in writing to his/her Supervisor.

- Emergency PTO requests (absence due to illness or emergency) should be submitted as soon as possible prior to the date of leave. Team members should email and text their Supervisor to confirm receipt of the request, making every effort to ensure the Supervisor has received the emergency PTO request.
- Non-emergency PTO requests should be submitted in writing at least two weeks in advance, and earlier notice is always appreciated.

When a PTO request is received, the Supervisor will review the request, considering the following:

- the timing of the request,
- the reason for the request,
- the school's schedule and programming on the day requested,
- the availability of other team members to cover the requested time and responsibilities, and
- the team members' attendance to date and future plans for PTO.

As such, the team member may be required to submit additional information to support the request. As PTO approvals often have an impact across schools and teams, PTO requests are often reviewed by a team of Supervisors to ensure consistency and sound decision-making.

Once a PTO request is considered, the Supervisor will communicate to the employee whether the request has been approved or denied.

Blackout Days

Due to the scope and importance of programming that occurs during these times, the Kauffman School has designated the following days as PTO blackout days:

- the day before or after a holiday;
- the day before or after a school vacation day or week;
- the day before or after a three-day weekend;
- during the last two weeks of the school year;
- during June Professional Development;
- during Admin summer work weeks;
- during July/August Professional Development; or

This document is for informational purposes. The information in this document may be changed without notice subject to subsequent approval by the Board of Directors of the Ewing Marion Kauffman School as set forth in the Official School Board Policies of the Ewing Marion Kauffman School, Inc.

- during the first two weeks of the school year.

Non-emergency PTO requests will rarely be approved on PTO blackout days. Emergency PTO requests must be supported by medical or equivalent documentation; in the absence of medical or equivalent documentation, time off taken on a blackout day will be unpaid.

Other Details

The following other details are applicable under the Kauffman School’s PTO policy:

- PTO is tracked by Human Resources. Employees are able to view details of used and remaining PTO in a web-based platform which will be introduced during July/August Professional Development.
- For team members’ convenience, PTO is tracked hourly. For purposes of PTO tracking only, 1 full day of PTO is equivalent to 10 hours.
- The PTO calendar runs from July 1 to June 30 of each year.
- ~~PTO may not be carried over from one year to the next and will not be paid out at the time of termination of employment.~~
- For team members hired on or after November 1, allowable PTO for that year is prorated at up to 3 days. For team members hired on or after April 1, allowable PTO for that year is prorated at up to 1 day.
- Team members who are re-hired are considered new hires for purposes of PTO eligibility.
- Benefit eligible part-time team members receive a pro-rated PTO benefit based on their percent of full time status.
- If a team member chooses to take time off that is not approved by the organization, the day(s) will be considered unpaid and could lead to further disciplinary action.

Commented [KP1]: New language to reflect a newly added web-based platform.

Commented [KP2]: Eliminate relative to language added below.

Unused PTO Compensation

The following policy will go into effect as of July 16, 2020.

As of June 30 of each year, Human Resources will confirm each employee’s unused PTO balance. Employees who remain employed through June 30 will be compensated in the July 15 payroll for any unused PTO from the period of July 1 through June 30 at a rate of \$12 per hour. Employees who voluntarily or involuntarily separate from the School prior to June 30 will not be compensated for any unused PTO.

Commented [KP3]: New policy language that provides for compensation at the end of the school year for unused PTO.

Policy is intended to incentive employees to not use PTO except when necessary.

Commented [KP4]: Will not impact 2019-2020. Will go into effect for the 2020-2021 school year.

Employees will be required to sign and submit a form confirming their compensation for unused PTO no later than July 15th of each year. This form will be created by Human Resources and sent to each employee on or before June 30.

Policy 4150: Employment – Staff Monetary Compensation

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

School personnel generally fall into four categories regarding compensation:

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

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

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

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

Base Compensation

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

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

For 12-month Administrative and Operational Staff, base compensation beginning with the staff member's hiring shall be stated with certainty in the engagement letter before the person begins working at the School. Compensation for services for years beginning each subsequent July 1st shall be determined in accordance with the policies and procedures set forth below and shall be stated with specificity in writing before June 30 of each subsequent year (which is and will be before the person begins providing services for the subsequent year).

Compensation Increases:

Compensation for the second academic year of a two-year contract for Instructional Staff ~~or years beginning on or about the subsequent August 1st for Administrative Staff~~ shall be determined by the following:

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

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

- A. Prior year's compensation, plus
- B. A cost of living adjustment (COLA), if applicable (Note: COLAs are not guaranteed. Management will determine annually before July 1 of each year whether a COLA will be implemented, and if applicable, the COLA rate. If a COLA will be implemented, all employees will receive the COLA at the defined rate), plus
- C. A Merit increase based on the following:
 - i. If the staff member earns less than \$70k annually:

1. A Merit increase of 1-3% if the staff member is rated “Effective” on their Mid-Year Evaluation, and maintained the “Effective” rating through End-of-Year, or received a “Beginning” or “Developing” rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.
- ii. If the staff member earns \$70k - \$100k annually:
 1. A Merit increase of 1% if the staff member is rated “Effective” on their Mid-Year Evaluation, and maintained the “Effective” rating through End-of-Year, or received a “Beginning” or “Developing” rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.
- iii. If the staff member earns more than \$100k annually:
 1. A Merit increase is not guaranteed, regardless of performance.

Executive Bonuses

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

Supplemental Pay/Staff Bonuses

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

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

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

Except as provided in the next sentence, compensation for supplemental Scope Duties shall be paid according to the timing provided for in the Schedule, or upon leaving employment, provided in all cases that the responsibilities have been satisfactorily completed prior to that time. If the responsibilities of Scope Duties last an entire academic year, compensation will be provided in the regular paychecks by the end of January and the end of June.

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

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

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

Compensation for Unused PTO

The following policy will go into effect as of July 16, 2020.

As of June 30 of each year, Human Resources will confirm each employee's unused PTO balance. Employees who remain employed through June 30 will be compensated in the July 15 payroll for any unused PTO from the period of July 1 through June 30 at a rate of \$12 per hour. Employees who voluntarily or involuntarily separate from the School prior to June 30 will not be compensated for any unused PTO.

Employees will be required to sign and submit a form confirming their compensation for unused PTO no later than July 15th of each year. This form will be created by Human Resources and sent to each employee on or before June 30.

Requirement That Compensation Be Reasonable

In all instances, total compensation – the aggregate of all amounts paid to a staff member for work performed -- shall be reasonable as evaluated against market conditions and comparable, peer opportunities, and as informed by relevant ranges established for levels within the School.

*Such documentation shall be provided to the Governance Committee.

Revised and adopted (~~6X/XX19/2020~~2018)

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

May 13, 2020

A regular meeting of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at its headquarters in Kansas City, Missouri on May 13, 2020, pursuant to public notice provided at least 24 hours in advance. Due to shelter in place and emergency declarations for Kansas City, Jackson County, and the State of Missouri because of the coronavirus and COVID-19, the meeting was held using audio-video technology with a link provided in the notice and with opportunities for all to hear and be heard and see and be seen.

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

Participating by phone such that all could hear and be heard were Myra Aguirre and Joe Allen.

Also participating from the School such that all could hear and be heard and have the option of seeing and being seen were John Tyler, Secretary and General Counsel, and Hannah Lofthus, Chief Executive Officer.

No one was present from the community.

Mr. North chaired the meeting and Mr. Tyler served as secretary. Mr. North called the meeting to order at 8:32 am, welcomed those in attendance, and previewed the agenda.

After discussion and upon motion duly made (Aguirre) and seconded (Watson), the board unanimously approved the minutes from the meeting of April 8, 2020.

Leadership Report

Ms. Lofthus provided the Leadership Report, including student achievements that prior to the pandemic School students swept the top three places of the Drone Awards, which was the School's first time participating; and two students were accepted as Bovard Scholars, a program of the University of Southern California. She also showed video showing examples of the School's virtual classrooms in action, which is using synchronous instruction. Discussion occurred throughout.

Ms. Lofthus reported on alumni progress, including about persistence rates, factors that contribute to persistence, the relevance of college underrepresented student graduation rates, how those rates and strong matching of student to institution contribute to expected college completion rates, changes to the School's programming based on those realizations, gaps in financial abilities to cover costs at well-matched institutions, and the effects of "undermatching" on persistence. She also discussed her conversations with the leadership of Kansas City Scholar about how it factors the Kauffman School's academic rigor as reflected in grade point averages and the underrepresented persistence rates of the KCS schools. Ms. Lofthus presented URS graduation rates for the network KCS institutions, which are substantially below

that of Power 100 Schools at this time. Mr. North acknowledged his role in the design and planning of the KC Scholars program and offered to discuss the program, target graduation rates of KC Scholars, and answer questions with individual board members on an individual basis outside of the regular board meeting time.

While the School's seniors are accepted into and academically matched well with top-tier, Power 100 institutions that have high URS graduation rates, financial considerations too frequently prevent their attendance at those institutions. Ms. Lofthus discussed potential solutions, including additional funding for scholarships to address this gap.

Discussion occurred throughout.

Jerrad Jones, Director of Finance, joined the meeting via Zoom.

Finance/Treasurer's Report

Ms. Lofthus provided context for the financial report as affected by the pandemic, corresponding uncertainty about public funding because of the pandemic, a growing alumni group, and other factors.

Mr. Jones presented the finance/Treasurer's report as provided for in **Exhibit A**, including review of the check register, year-to-date balance sheet and income statement highlights, and forecast #4 and its substance and changes (payments from the Kansas City School District and the federal paycheck protection program; changes in expenses due to the move to virtual learning and the pandemic; and paving of parking lots and driveway surfaces).

Discussion occurred throughout, including about specific analysis of the paycheck protection program funds and the reliance on advice from two different law firms, the Missouri Charter School Association, and extensive internal discussions. Discussion also followed about the paving project and the process for addressing unexpected conditions that might arise.

After discussion and upon motion duly made (McFerrin) and seconded (Bechard), the board unanimously approved the finance/Treasurer's report attached as **Exhibit A**, including the check register.

Ms. Lofthus described the key drivers of and assumptions built into the 2020-2021 budget attached as **Exhibit B**, including volatility and uncertainties regarding public dollars due to the pandemic. She presented details of the proposed budget, including the grant request to the Kauffman Foundation. She also reported metrics and ratios for enrollment and staffing for the proposed 2020-2021 budget compared to 2018-2019 actual, 2019-2020 budget and forecast #4; dollars per student compared across the same time data; information about the projected reserve fund; proposed vendors with a spend of more than \$100,000 that will be approved by the board along with its approval of the budget; and variable factors.

Discussion occurred throughout, including about adjusting the teacher salary schedule. Appreciation was expressed to Ms. Lofthus, Mr. Jones, and Ms. Bechard for the impressive work that went into preparing and presenting the financial report and proposed budget.

After discussion and upon motion duly made (North) and with the recommendation of the finance committee, the board unanimously approved the 2020-2021 budget as attached in **Exhibit B**, including the listed vendor relationships in excess of \$100,000.

After discussion and upon motion duly made (North) and with the recommendation of the finance committee, the board unanimously authorized School leadership to negotiate and contract with Paradise Asphalt to resurface the parking lot and driveway areas in an amount of up to \$135,000.

Mr. Jones left the meeting.

There were no community members present and therefore no community forum

Governance Committee Report

Mr. North presented the report of the Governance Committee, including its discussion of the sponsor's request that the School's leadership and board certify compliance with the Families First Coronavirus Response Act, including its Emergency Family and Medical Leave Expansion Act and Emergency Paid Sick Leave Act components.

After discussion and upon motion duly made (Watson) and with the recommendation of the governance committee, the board unanimously instructed management to comply with the FFCRA, including EFMLEA and EPSLA and regularly report on such compliance, and the board expressed its satisfaction with the current report from management.

Mr. North explained the development of the alternative methods of instruction plan and its application during the pandemic and otherwise.

After discussion and upon motion duly made (Watson) and with the recommendation of the governance committee, the board unanimously approved the alternative methods of instruction plan as presented by leadership and attached hereto as **Exhibit C**.

After discussion and upon motion duly made (Watson) and with the recommendation of the governance committee, the board unanimously approved that the School pursue renewal of its charter with the Missouri Charter Public School Commission for a period of ten years.

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

John Tyler, Secretary

EXHIBIT A

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 amd 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.

EXHIBIT A

Ewing Marion Kauffman School
For the nine months ended March 31, 2020

Year-To-Date Balance Sheet Highlights

- The cash balance of \$6.1M reflects the receipt of the first and second EMKF Operations grant installments. In addition, the first KCPS MOU installment was received prior to 3/31/20. The second KCPS installment was received in April and is therefore not reflected on the Balance Sheet. The installment is reflected in Forecast #4 as noted below.
- The accounts receivable balance of \$0.3M includes Title Programs, Medicaid, and Food Reimbursement receivables. The next payment request will occur in May.
- The accounts payable balance includes expenses incurred during the month for regular operations that are paid the following month. The balance fluctuates monthly and is currently \$0.3M. The majority of the balance relates to invoices from American Food & Vending (\$87k), Apple Bus (\$76k), and Transdev Taxi Service (\$28k). All invoices were paid in April.

Year-To-Date Income Statement Highlights

- Total revenues and expenses through March 31 are \$13.7M and \$12.0M, respectively.
- The change in net assets through March 31 is currently \$1.5M favorable to the budget and driven by a lower than budgeted staffing count, continued favorable results from bus sharing, some timing of supply purchasing, and modest impacts from the school closure beginning in March.
- The School had 140 employees as of March 31; the School is approved to hire up to 151 FTEs as part of the current budget.
- Average annual enrollment is budgeted to be 1,131 students and was 1,130 students through the last day of counting in March. Due to school closures for COVID-19, DESE is allowing all public schools to report their enrollment count as of March 13, the last day of school prior to spring break and the school closure period, as the count through the end of the year.

Forecast #4 Highlights

- Total revenues and expenses are forecasted to end the year at \$19.2M and \$16.8M, respectively.
- The forecast projects a favorable change in net assets of \$2.4M for the year.

EXHIBIT A

Ewing Marion Kauffman School For the nine months ended March 31, 2020

Forecast #4 Highlights – (continued)

- Revenues will track favorable to budget and are driven by the following:
 - KCPS paid the second installment of the MOU agreement; total funds projected to be \$400k.
 - KCPS has expressed a willingness to negotiate a subsequent MOU for the 2020/21 fiscal year; a working group will meet in May to begin negotiations.
 - Receipt of \$1.9M in SBA PPP forgivable loan funds.
 - The School opened a second account to separate the PPP loan funds and will ensure transfers and reporting is consistent with SBA PPP guidelines.
 - Clear communication among School management and the Board will continue regarding this program.
 - The Seamless Summer Option meal program utilized to distribute meals to students during the closure is driving a modest increase in food service reimbursements.
 - Note – the School is recommending for the Foundation to hold on sending the final \$1.1M due to the favorable budget variance.
 - The School will work with the Board and Foundation on mechanisms for accessing the remaining balance as appropriate.

- Expenses will track favorable to budget and driven by the following:
 - Line items favorably impacted by school closure:
 - End-of-year trips
 - Summer programming
 - Daily student transportation
 - Utilities
 - Misc supplies
 - Line items not impacted by school closure but trending favorable:
 - Staff counts are trending lower than budget.
 - School is realizing lower 2020 benefit premium growth rates.

- The School has included \$135k as part of FC4 for the repaving of the parking and driveway areas.
 - Cushman Wakefield received bids from 3 contractors with Paradise Asphalt providing the most economical bid and project plan.
 - This capital improvement is necessary given age of existing pavement; completion in this fiscal year will expedite planned replacement by no more than 12 months.
 - Change will prevent making costly intermittent repairs.

- The School will determine what other projects will be needed as previously discussed with board prior to end of year.

EXHIBIT A

Ewing Marion Kauffman School
For the nine months ended March 31, 2020

- Forecast #4 Highlights – (continued)
- DESE standards require the fund balance (net asset balance excluding PP&E) remain above 3% of year-end actual expenses; otherwise the school is considered "financially distressed". The ratio is projected to be approximately 42% at year end.

Reporting and Compliance Highlights

- Preparation is underway for year-end reporting and audit requests.
- Note: EdOps is now preparing the monthly financials.

EXHIBIT A

EWING MARION KAUFFMAN SCHOOL, INC.
STATEMENT OF ASSETS, LIABILITIES AND NET ASSETS
MARCH 31, 2020

	MARCH 2020	June 2019
ASSETS		
Cash and cash equivalents	\$ 6,111,775	\$ 4,803,715
Accounts receivable, net	313,641	249,762
Prepaid expenses	265,573	207,934
Property and equipment, net	451,221	547,424
Total assets	\$ 7,142,210	\$ 5,808,835
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 256,305	\$ 374,906
Basic formula advance	-	59,215
Accrued salaries and expenses	11,125	202,476
Total liabilities	\$ 267,429	\$ 636,597
Net Assets:		
Without donor restrictions	\$ 6,873,863	\$ 5,170,238
With donor restrictions	918	2,000
Total net assets	\$ 6,874,780	\$ 5,172,238
Total liabilities and net assets	\$ 7,142,210	\$ 5,808,835

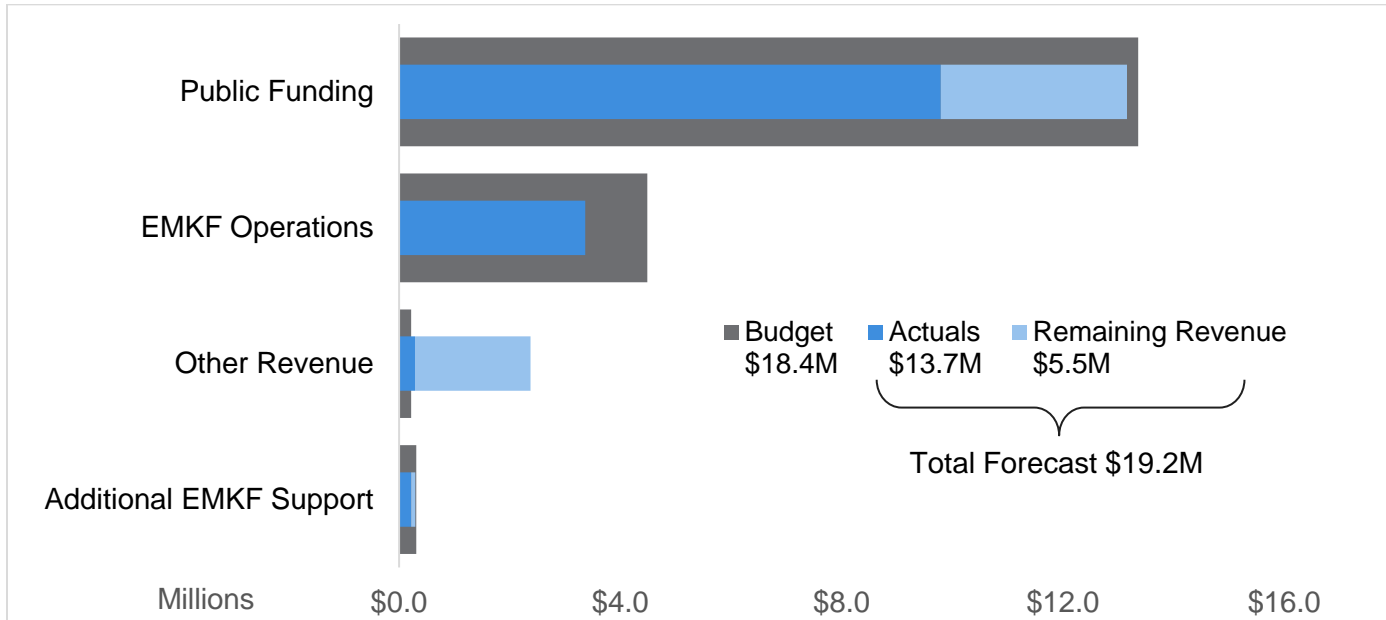
EXHIBIT A

Ewing Marion Kauffman School
For the nine months ended March 31, 2020

Revenue Highlights

Revenues through March 31 tracked slightly unfavorable versus budget.

Forecasted Revenues are projected to be \$0.8M more than budget and driven by receipt of SBA PPP funds and KCPS MOU payments.



Public Funding (Federal, State & Local):

Federal Funding through March 31 is \$1.1M, \$115k unfavorable to budget and driven by timing. The forecast projects a favorable \$0.2M variance, driven by the SSO food reimbursements and uptick in Medicaid reimbursements.

State & Local Funding through March 31 is \$8.7M, \$0.2M unfavorable to budget and the reduction in Basic Formula payments from DESE.

- The forecast projects an unfavorable \$0.4M variance from budget, driven by the DESE adjustment to the Basic Formula calculation and a 25% in Transportation funding a result of the school closure.
- DESE communicated in August 2019 a reduced \$ per WADA payment for local charter schools to occur in this current fiscal year.
 - This issue is driven by the current funding formula being adversely impacted by the growing share of students enrolling in charter schools; this issue is also known as the “fiscal cliff”.
 - KCPS and EMKS established an MOU in December 2019 which facilitates payments from KCPS to EMKS to address this issue. The first installment was paid in March and the second in April.
- The School budgeted for a \$ per WADA payment of \$8,550 in the current budget; the forecast \$ per WADA is \$8,385 which is consistent with the adjusted figures from DESE.

EXHIBIT A

Ewing Marion Kauffman School
For the nine months ended March 31, 2020

Revenue Highlights – (continued)

EMKF Operations:

This category represents cash support from EMKF to fund the School's operations. The first installment of the EMKF operations grant was funded in July with the second installment funded in February. The School is recommending the Foundation hold on sending the final \$1.1M in funding for this fiscal year.

Other Revenue:

Other revenue through March 31 is \$0.3M and is currently favorable to budget due to receipt of the first KCPS payment.

- The forecast projects a \$2.2M favorable variance driven by PPP funds and the remaining KCPS payments.
- Other revenue also includes student meal sales, uniforms sales and miscellaneous proceeds.

Other EMKF Support:

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

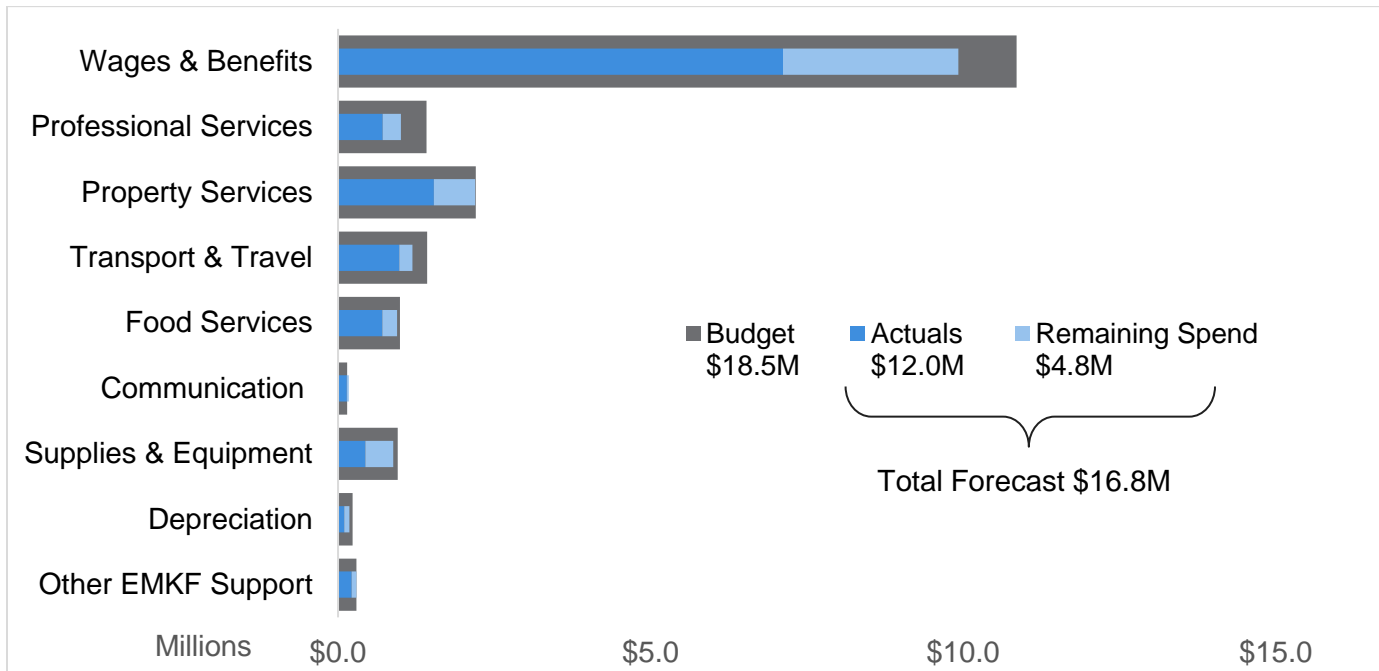
EXHIBIT A

Ewing Marion Kauffman School
For the nine months ended March 31, 2020

Expense Highlights

Expenses through March 31 are \$1.7M favorable to budget due to lower wages & benefits expenses and some timing of expenses.

Forecasted expenses will also track \$1.7M lower than budget and driven by the same wages & benefits factors and reduced spend due to school closure.



Wages & Benefits:

Wages & Benefits expense through March 31 is \$7.1M, \$0.9M favorable to the YTD budget. The forecast projects a favorable variance of \$0.9M

- The School had 140 FTES as March 31. The School is approved to hire up to 151 FTES but will average a lower figure during the fiscal year resulting in reduced wages expense.
- The benefit renewal for 2020 resulted in a 5% cost increase versus the 20% increase assumed in the budget.
- The KC Retirement employer contribution increased by 1.5% in January 2020 and was included as part of budget and forecast.

Professional and Technical Services:

Professional services through March 31 are \$0.7M, \$0.2M favorable to the YTD budget. The forecast is favorable and driven by reduced spend on summer programming and end-of-year trips.

EXHIBIT A

Ewing Marion Kauffman School
For the nine months ended March 31, 2020

Expense Highlights – (continued)

Property Services:

Property services through March 31 are \$1.5M and tracking \$0.1M favorable to the YTD budget due to reduced overtime expenses for maintenance and security staff, lower utilities, and reduced supply spend.

- The forecast is largely flat to budget.

Transportation and Travel:

Transportation and Travel expenses through March 31 are \$1.0M and tracking \$0.1M favorable to the YTD budget due to continued savings from bus sharing.

- The forecast is \$0.2M favorable to budget and driven by daily student transportation savings arising from the school closure.

Food Services:

Food service expenses through March 31 \$0.7M and tracking modestly unfavorable to the YTD budget due to timing.

- The forecast is modestly favorable to budget.

Communications:

Communications expenses through March 31 are \$0.1M and are moderately unfavorable to the YTD budget. The variance is driven by increased student recruiting spend this year.

- The forecast is projected to be \$27k unfavorable to budget.

Supplies & Equipment:

Supplies expenses through March 31 are \$0.4M and \$0.2M favorable to the YTD budget, largely driven by timing at this point in the year.

- The forecast is modestly favorable to budget by \$71k and driven by reduced spend on janitorial supplies, small equipment replacement, and other misc supplies.

Other EMKF Support:

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

EMKF MARION KAUTERMAN SCHOOL, INC
STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS
FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2020

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL	YTD BUDGET	VARIANCE FAV (UNFAV)	ANNUAL BUDGET	ANNUAL FORECAST #4	FORECAST REMAINING	PRIOR YEAR ACTUAL
Revenues and Support:									
State and local public funding	\$ 8,741,327	\$ -	\$ 8,741,327	\$ 8,969,861	\$ (228,534)	\$ 11,802,448	\$ 11,394,665	\$ 2,653,339	\$ 8,253,167
Federal funding	1,051,061	-	1,051,061	1,166,267	(115,206)	1,555,023	1,762,901	711,841	1,048,340
EMKF support:									
Operations grant	3,363,247	-	3,363,247	3,363,247	-	4,484,330	3,363,247	-	2,779,673
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	73,349	220,047
Professional development grant	-	-	-	-	-	20,000	-	-	-
Total EMKF support	3,583,294	\$ -	\$ 3,583,294	\$ 3,583,294	\$ -	\$ 4,797,726	\$ 3,656,643	\$ 73,349	\$ 2,999,720
Other revenue	285,684	-	285,684	164,077	121,607	218,769	2,374,883	2,089,199	116,775
Net assets released from restrictions	1,082	(1,082)	0						
Total revenues and support	\$ 13,662,447	\$ (1,082)	\$ 13,661,365	\$ 13,883,499	\$ (222,133)	\$ 18,373,966	\$ 19,189,093	\$ 5,527,727	\$ 12,418,002
Expenses:									
Salaries and benefits	\$ 7,117,013	\$ -	\$ 7,117,013	\$ 8,031,843	\$ 914,830	\$ 10,853,841	\$ 9,924,401	\$ 2,807,388	\$ 6,456,856
Professional and technical services	715,306	-	715,306	921,926	206,620	1,418,347	1,006,642	291,336	580,109
Property services	1,531,391	-	1,531,391	1,652,123	120,732	2,202,830	2,196,000	664,609	1,610,243
Transportation and travel	980,498	-	980,498	1,113,026	132,527	1,426,956	1,190,020	209,522	814,367
Food services	708,241	-	708,241	762,343	54,102	990,056	943,313	235,071	747,897
Communications	141,491	-	141,491	107,998	(33,493)	143,997	170,660	29,170	115,479
Supplies	437,631	-	437,631	667,909	230,278	954,156	883,146	445,514	399,389
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	73,349	220,047
Depreciation	101,421	-	101,421	173,801	72,380	231,735	181,200	79,779	68,554
Total expenses	\$ 11,953,040	\$ -	\$ 11,953,040	\$ 13,651,015	\$ 1,697,975	\$ 18,515,314	\$ 16,788,777	\$ 4,835,738	\$ 11,012,941
Change in Net Assets	\$ 1,709,407	\$ (1,082)	\$ 1,708,325	\$ 232,484	\$ 1,475,841	\$ (141,349)	\$ 2,400,315	\$ 691,990	\$ 1,405,061
Net Assets, beginning	5,164,455	\$ 2,000	\$ 5,166,455						
Net Assets, ending	\$ 6,873,863	\$ 918	\$ 6,874,780						

EXHIBIT A

EWING MARION KAUFFMAN SCHOOL, INC
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS (Cash Basis)
FY2020 FORECAST #4

	<u>Budget</u>	<u>Forecast #1</u>	<u>Forecast #2</u>	<u>Forecast #3</u>	<u>Forecast #4</u>	<u>Budget Var F/(UNF)</u>	<u>% Var</u>
Revenues, Gains, and Other Support							
State & Local Public Funding	11,802,448	11,476,771	11,413,446	11,350,348	11,394,665	(407,783) ⁽¹⁾	-3%
Federal Funding	1,555,023	1,487,454	1,465,696	1,632,901	1,762,901	207,879 ⁽²⁾	13%
EMKF Operations Grant	4,484,330	4,484,330	4,484,330	4,484,330	3,363,247	(1,121,083)	-25%
Other Revenue	218,769	188,662	287,664	431,288	2,374,883	2,156,114 ⁽³⁾	986%
Other EMKF Support	313,396	313,396	313,396	313,396	293,396	(20,000)	-6%
Total Revenues	18,373,966	17,950,612	17,964,532	18,212,263	19,189,093	815,127	4%
Operating Expenses							
Wages & Benefits	10,853,841	10,237,673	9,962,746	9,924,401	9,924,401	929,440 ⁽⁴⁾	9%
Professional and Technical Services	1,418,347	1,502,647	1,590,120	1,188,642	1,006,642	411,705 ⁽⁵⁾	41%
Property Services	2,202,830	2,174,230	2,214,080	2,196,000	2,196,000	6,830	0%
Transportation & Travel	1,426,956	1,372,103	1,411,843	1,190,020	1,190,020	236,936 ⁽⁶⁾	20%
Food Services	990,056	876,894	853,068	943,313	943,313	46,744 ⁽⁷⁾	5%
Communications	143,997	139,156	180,106	170,660	170,660	(26,663) ⁽⁸⁾	-16%
Supplies	954,156	940,120	902,136	981,461	883,146	71,010 ⁽⁹⁾	8%
Building Lease	293,396	293,396	293,396	293,396	293,396	-	0%
Total Operating Expenses	18,283,579	17,536,218	17,407,495	16,887,892	16,607,577	1,676,002	10%
Change in Net Assets (Cash Basis)	\$90,387	\$414,394	\$557,038	\$1,324,371	\$2,581,515	\$2,491,129	
Capital Purchases	90,387	90,387	430,387	89,437	224,437	134,050	
Net Cash Impact	(0)	324,007	126,651	1,234,934	2,357,078		
Average Enrollment	1131	1118	1118	1118	1118	(13)	1%
Total Staffing	151	151	151	151	140	(11)	8%
Cash Expense / Student (excl. bonds)	\$ 15,991	\$ 15,510	\$ 15,693	\$ 14,923	\$ 14,793	\$ (1,198)	8%
Reserve Fund Balance	22%	27%	27%	32%	42%	20%	91%
⁽¹⁾ State & Local Public Funding's unfavorable variance is driven by the reduced per student state reimbursement rate from DESE as announced in Fall 2019; the School closure is not having a substantive impact on this funding source at this time.							
⁽²⁾ Federal Funding's favorable variance is driven by the School's participation in preparing and delivering meals for the students while the School is closed. The School is able to be reimbursed through the expanded Seamless Summer Option (SSO) program at a higher-than-budgeted reimbursement rate. In addition, Medicaid reimbursements are tracking favorable to budget.							
⁽³⁾ Other Revenue's favorable variance is driven by the receipt of the KCPS supplementary payments; the 2nd payment is confirmed to be received by the School in April. The School also received \$1.9M in SBA PPP forgivable loan funds. The School closure is not impacting this funding source at this time.							
⁽⁴⁾ Wages & Benefits' favorable variance is driven by the average FTE count of 141 vs 151 in the budget; the School closure is not impacting Wage & Benefits expenses as all of our employees remain employed and are working remotely.							
⁽⁵⁾ Professional & Technical Expenses' favorable variance is primarily driven by cancelled study abroad programming and end-of-year trips due to the School closure.							
⁽⁶⁾ Transportation & Travel's favorable variance is driven by the reduction in 2.5 months of daily busing costs due to the School closure; the School is using a reduced amount of services from Apple Bus to facilitate the daily breakfast and lunch delivery to students.							
⁽⁷⁾ Food Services' favorable variance is driven by modest production adjustments to accommodate the SSO program through the end of the school year.							
⁽⁸⁾ Communications' unfavorable variance is driven by increased advertising spend for new student recruitment and enrollment; the School closure is not impacting this line item.							
⁽⁹⁾ Supplies' favorable variance is modest even as it includes the \$217k emergency computer purchase; the computer purchase is offset by other supplies unlikely to be purchased due to the School closure.							

EXHIBIT A

EMKS Check Register February 1 - March 31, 2020 - By Date

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

For reference, all auto-debits utilize a 10 to 11 digit code, physical checks utilize a 4 digit code that begins with 3, the remainder are ACH based payments.

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

Month	Check Date	Check Number	Check Type	Entity Name	Check Amount
February	02/07/2020	3788	Check	California State Disbursement Unit	235.00
February	02/07/2020	3789	Check	Oliver Hurd	110.00
February	02/07/2020	3790	Check	Darryl Johnson	85.00
February	02/07/2020	3791	Check	Megan McWeeney	429.96
February	02/07/2020	3792	Check	Alex Moyers	90.00
February	02/07/2020	3793	Check	PhilWorld, Inc.	69.72
February	02/07/2020	3794	Check	PixelFlex LLC	451.82
February	02/07/2020	3795	Check	Sam Roark	85.00
February	02/07/2020	3796	Check	St Lukes Hospital of Kansas City	806.40
February	02/07/2020	3797	Check	Sysco Kansas City Inc	2,034.52
February	02/07/2020	3798	Check	Travel and Transport Inc	71.50
February	02/07/2020	3799	Check	Varsity Brands Holding Co., Inc.	1,445.34
February	02/07/2020	3800	Check	WHC KCT, LLC (ZTRIP)	18,596.60
February	02/07/2020	1951	ACH	Education Business Solutions Inc	11,333.33
February	02/07/2020	1952	ACH	Fidelity Workplace Investing LLC	19,180.95
February	02/07/2020	1953	ACH	Fidelity Workplace Investing LLC	5,894.70
February	02/07/2020	1954	ACH	Jaymie Huffman	3,493.75
February	02/07/2020	1955	ACH	Ann Olsen-Meehan	2,205.00
February	02/07/2020	1956	ACH	Real Estate Charitable Foundation	73,349.00
February	02/07/2020	1957	ACH	United Healthcare Insurance Company	198.00
February	02/07/2020	1958	ACH	Danielle Yeager	3,580.00
February	02/07/2020	1959	ACH	American Food and Vending Corp.	24,336.65
February	02/07/2020	1960	ACH	Charles Banks	85.00
February	02/07/2020	1961	ACH	The Kansas City Public School Retirement System	60,943.73
February	02/07/2020	1962	ACH	Benjamin Suber	90.00
February	02/14/2020	113020187	ACH	Payroll Taxes - 2/15	65,064.73
February	02/14/2020	113020188	ACH	Payroll Taxes - 2/15	26.58
February	02/14/2020	123121019	ACH	Payroll Taxes - 2/15	8,338.00
February	02/14/2020	49005355197	ACH	Payroll	250,021.15
February	02/14/2020	45004955293	ACH	Payroll	156.98
February	02/18/2020	49005355197	ACH	Tristar Claim	2,450.00
February	02/21/2020	3801	Check	Computer Logic Group, Inc.	300.00
February	02/21/2020	3802	Check	Missouri Dance Team Association	100.00
February	02/21/2020	3803	Check	Alex Moyers	405.00
February	02/21/2020	3804	Check	Research to Practice Inc	1,493.82
February	02/21/2020	3805	Check	Delbert Rhymes	170.00
February	02/21/2020	3806	Check	Sam Roark	235.00
February	02/21/2020	3807	Check	The School District of the City of Independence	275.00
February	02/21/2020	3809	Check	The Ultimate Software Group Inc	19.72
February	02/21/2020	3882	Check	Sysco Kansas City Inc	1,784.26
February	02/21/2020	2107	ACH	COMMERCE BANK	10,645.79 x
February	02/21/2020	2108	ACH	Fidelity Workplace Investing LLC	15,399.06
February	02/21/2020	2109	ACH	Fidelity Workplace Investing LLC	5,815.53
February	02/21/2020	2110	ACH	sipVine, Inc.	700.50
February	02/21/2020	2111	ACH	American Food and Vending Corp.	19,594.67
February	02/21/2020	2112	ACH	Charles Banks	470.00
February	02/21/2020	2113	ACH	Cushman & Wakefield U.S., Inc	191,219.64
February	02/21/2020	2114	ACH	Fidelity Investments Institutional Operations Co.,	1,350.30
February	02/25/2020	55009525536	ACH	Tristar Claim	133.48
February	02/25/2020	55009525614	ACH	Tristar Fee	50.00
February	02/28/2020	113020189	ACH	Payroll Taxes - 2/29	65,408.27
February	02/28/2020	113020190	ACH	Payroll Taxes - 2/29	136.74
February	02/28/2020	123121020	ACH	Payroll Taxes - 2/29	8,249.00
February	02/28/2020	3810	Check	Courtney Boykin	150.00
February	02/28/2020	3811	Check	Lees Summit R7 School District	80.00
February	02/28/2020	3812	Check	Alex Moyers	150.00
February	02/28/2020	3813	Check	PhilWorld, Inc.	84.71
February	02/28/2020	22820202	ACH	Maria Kenndy	359.02
February	02/28/2020	22820202	ACH	Cassandra Gillam	126.31
February	02/28/2020	2115	ACH	COMMERCE BANK	23,949.39 x
February	02/28/2020	2116	ACH	Westbrook & Co., P.C.	2,058.85
February	02/28/2020	2117	ACH	Danielle Yeager	36.60
February	02/28/2020	2118	ACH	American Food and Vending Corp.	43.75
February	02/28/2020	2119	ACH	Apple Bus Company	104,807.75
February	02/28/2020	2120	ACH	Charles Banks	150.00
February	02/28/2020	59002097757	ACH	Payroll 2-29	251,380.03
February	02/28/2020	59002097827	ACH	Payroll 2-29	805.33
March	03/02/2020	59002295726	ACH	Payroll Taxes - 1/31	65,545.01
March	03/05/2020	65005526464	ACH	Payroll Taxes - 1/31	16,587.50
March	03/05/2020	64004717521	ACH	Payroll Taxes - 1/31	4,925.48
March	03/06/2020	3814	Check	Latrina Brantley	2,500.00
March	03/06/2020	3815	Check	California State Disbursement Unit	235.00
March	03/06/2020	3816	Check	CDW LLC	6,275.40
March	03/06/2020	3817	Check	Curators of the University of Missouri (UM)	250.00
March	03/06/2020	3818	Check	Tyrone Davis	2,500.00

EXHIBIT A

March	03/06/2020	3819	Check	Annie Fields	500.00
March	03/06/2020	3820	Check	The Guardian Life Insurance Co	9,456.92
March	03/06/2020	3821	Check	The Junior College District of Metropolitan Kansas City	250.00
March	03/06/2020	3822	Check	Linda Kirkpatrick	990.00
March	03/06/2020	3823	Check	Maurice Murphy	1,500.00
March	03/06/2020	3824	Check	Performance Health Supply, Inc.	1,521.46
March	03/06/2020	3825	Check	PhilWorld, Inc.	247.25
March	03/06/2020	3826	Check	Renaissance Learning Inc	4,276.34
March	03/06/2020	3827	Check	Christian Rucker	1,500.00
March	03/06/2020	3828	Check	School Traditions KC, LLC	49.53
March	03/06/2020	3829	Check	State of Kansas	150.00
March	03/06/2020	3830	Check	State of Kansas	250.00
March	03/06/2020	3831	Check	State of Kansas	250.00
March	03/06/2020	3832	Check	Jarrett Swain	2,000.00
March	03/06/2020	3833	Check	Sysco Kansas City Inc	1,468.12
March	03/06/2020	3834	Check	University of Missouri-Kansas City AR	250.00
March	03/06/2020	3835	Check	University of Missouri-Kansas City AR	250.00
March	03/06/2020	2268	ACH	COMMERCE BANK	11,937.61 x
March	03/06/2020	2269	ACH	Fidelity Workplace Investing LLC	5,895.53
March	03/06/2020	2270	ACH	Fidelity Workplace Investing LLC	15,557.61
March	03/06/2020	2271	ACH	United Healthcare Insurance Company	86,121.73
March	03/06/2020	2272	ACH	American Food and Vending Corp.	38,962.13
March	03/06/2020	2273	ACH	Donald Delphia	240.00
March	03/06/2020	2274	ACH	Benjamin Suber	200.00
March	03/10/2020	69007191594	ACH	Tristar Claim	106.52
March	03/13/2020	73009729012	ACH	Payroll - 3/15	249,008.33
March	03/13/2020	113020191	ACH	Payroll Taxes - 3/15	64,631.49
March	03/13/2020	3843	ACH	Payroll Taxes - 3/15	8,243.00
March	03/13/2020	3836	Check	Certified Languages International LLC	4.35
March	03/13/2020	3837	Check	Grapevine Designs, LLC	604.20
March	03/13/2020	3838	Check	PhilWorld, Inc.	84.71
March	03/13/2020	3839	Check	Macey Rose	142.50
March	03/13/2020	3840	Check	Sysco Kansas City Inc	2,173.74
March	03/13/2020	3841	Check	Travel and Transport Inc	72.50
March	03/13/2020	3842	Check	Varsity Brands Holding Co., Inc.	1,083.00
March	03/13/2020	2416	ACH	Education Business Solutions Inc	11,333.33
March	03/13/2020	2417	ACH	Fidelity Workplace Investing LLC	5,895.53
March	03/13/2020	2418	ACH	Fidelity Workplace Investing LLC	15,529.84
March	03/13/2020	2419	ACH	Jaymie Huffman	4,062.50
March	03/13/2020	2420	ACH	sipVine, Inc.	1,401.00
March	03/13/2020	2421	ACH	Danielle Yeager	2,725.10
March	03/13/2020	2422	ACH	Yellow Dog Networks, Inc.	1,050.00
March	03/13/2020	2423	ACH	American Food and Vending Corp.	25,372.17
March	03/13/2020	2424	ACH	Cushman & Wakefield U.S., Inc	194,377.09
March	03/13/2020	2425	ACH	Donald Delphia	240.00
March	03/24/2020	83004518419	ACH	Tristar Claim	15.81
March	03/25/2020	84005139676	ACH	Tristar Fee	50.00
March	03/27/2020	3857	Check	The Guardian Life Insurance Co	9,962.55
March	03/27/2020	3858	Check	Jeff and Jeff Promotions, LLC	2,382.00
March	03/27/2020	3859	Check	KC PREMIER TRANSPORTATION LLC	169.64
March	03/27/2020	3860	Check	PhilWorld, Inc.	84.71
March	03/27/2020	3861	Check	Research to Practice Inc	2,606.70
March	03/27/2020	3862	Check	Macey Rose	225.00
March	03/27/2020	3863	Check	School Traditions KC, LLC	557.60
March	03/27/2020	3864	Check	Severin Intermediate Holdings, LLC	16,640.15
March	03/27/2020	3865	Check	Sysco Kansas City Inc	3,116.59
March	03/27/2020	3866	Check	Transimpex Translators Interpreters Editors	480.00
March	03/27/2020	3867	Check	Varsity Brands Holding Co., Inc.	2,493.57
March	03/27/2020	32720201	ACH	Maria Kenndy	207.28
March	03/27/2020	32720201	ACH	Deronne Wilson	179.91
March	03/27/2020	32720201	ACH	Christina Jackson	27.74
March	03/27/2020	32720201	ACH	Deronne Wilson	4.49
March	03/27/2020	2426	ACH	COMMERCE BANK	9,607.94 x
March	03/27/2020	2427	ACH	United Healthcare Insurance Company	91,522.27
March	03/27/2020	2428	ACH	Yellow Dog Networks, Inc.	225.00
March	03/27/2020	2429	ACH	American Food and Vending Corp.	26,037.87
March	03/27/2020	2430	ACH	Apple Bus Company	118,826.67
March	03/27/2020	2431	ACH	Cushman & Wakefield U.S., Inc	2,750.00
March	03/31/2020	113020192	ACH	Payroll Taxes - 3/31	65,077.32
March	03/31/2020	113020193	ACH	Payroll Taxes - 3/31	8,306.00
March	03/31/2020		ACH	Payroll - 3/31	250,483.02
Grand Total					\$ 2,746,219.28

EXHIBIT A

EMKS Check Register February 1 - March 31, 2020 - By Vendor

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

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

Payee	Amount
Alex Moyers	\$ 645.00
American Food and Vending Corp.	\$ 134,347.24
Ann Olsen-Meehan	\$ 2,205.00
Anniese Fields	\$ 500.00
Apple Bus Company	\$ 223,634.42
Benjamin Suber	\$ 290.00
California State Disbursement Unit	\$ 470.00
Cassandra Gillam	\$ 126.31
CDW LLC	\$ 6,275.40
Certified Languages International LLC	\$ 4.35
Charles Banks	\$ 705.00
Christian Rucker	\$ 1,500.00
Christina Jackson	\$ 27.74
COMMERCE BANK	\$ 56,140.73 *
Computer Logic Group, Inc.	\$ 300.00
Courtney Boykin	\$ 150.00
Curators of the University of Missouri (UM)	\$ 250.00
Cushman & Wakefield U.S., Inc	\$ 388,346.73
Danielle Yeager	\$ 6,341.70
Darryl Johnson	\$ 85.00
Delbert Rhymes	\$ 170.00
Deronne Wilson	\$ 184.40
Donald Delphia	\$ 480.00
Education Business Solutions Inc	\$ 22,666.66
Fidelity Investments Institutional Operations Co.,	\$ 1,350.30
Fidelity Workplace Investing LLC	\$ 89,168.75
Grapevine Designs, LLC	\$ 604.20
Jarrett Swain	\$ 2,000.00
Jaymie Huffman	\$ 7,556.25
Jeff and Jeff Promotions, LLC	\$ 2,382.00
KC PREMIER TRANSPORTATION LLC	\$ 169.64
Latrina Brantley	\$ 2,500.00
Lees Summit R7 School District	\$ 80.00
Linda Kirkpatrick	\$ 990.00
Macey Rose	\$ 367.50
Maria Kenndy	\$ 566.30
Maurice Murphy	\$ 1,500.00
Megan McWeeney	\$ 429.96
Missouri Dance Team Association	\$ 100.00
Oliver Hurd	\$ 110.00
Payroll	\$ 156.98
Payroll	\$ 250,021.15
Payroll - 3/15	\$ 249,008.33
Payroll - 3/31	\$ 250,483.02
Payroll 2-29	\$ 252,185.36
Payroll Taxes - 1/31	\$ 87,057.99
Payroll Taxes - 2/15	\$ 73,429.31
Payroll Taxes - 2/29	\$ 73,794.01
Payroll Taxes - 3/15	\$ 72,874.49
Payroll Taxes - 3/31	\$ 73,383.32
Performance Health Supply, Inc.	\$ 1,521.46
PhilWorld, Inc.	\$ 571.10
PixelFlex LLC	\$ 451.82
Real Estate Charitable Foundation	\$ 73,349.00
Renaissance Learning Inc	\$ 4,276.34
Research to Practice Inc	\$ 4,100.52
Sam Roark	\$ 320.00
School Traditions KC, LLC	\$ 607.13
Severin Intermediate Holdings, LLC	\$ 16,640.15
sipVine, Inc.	\$ 2,101.50
St Lukes Hospital of Kansas City	\$ 806.40
State of Kansas	\$ 250.00

EXHIBIT A

State of Kansas	\$	400.00
Sysco Kansas City Inc	\$	10,577.23
The Guardian Life Insurance Co	\$	19,419.47
The Junior College District of Metropolitan Kansas City	\$	250.00
The Kansas City Public School Retirement System	\$	60,943.73
The School District of the City of Independence	\$	275.00
The Ultimate Software Group Inc	\$	19.72
Transimpex Translators Interpreters Editors	\$	480.00
Travel and Transport Inc	\$	144.00
Tristar Claim	\$	2,705.81
Tristar Fee	\$	100.00
Tyrone Davis	\$	2,500.00
United Healthcare Insurance Company	\$	177,842.00
University of Missouri-Kansas City AR	\$	500.00
Varsity Brands Holding Co., Inc.	\$	5,021.91
Westbrook & Co., P.C.	\$	2,058.85
WHC KCT, LLC (ZTRIP)	\$	18,596.60
Yellow Dog Networks, Inc.	\$	1,275.00
Grand Total	\$	2,746,219.28

EXHIBIT A

EMKS Check Register February 1 - March 31, 2020 - 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
1 HOTEL BROOKLYN BRIDGE	\$	1,750.17
ACT INC	\$	172.00
ALMA COCINA	\$	182.18
AMAZON	\$	7,889.59
AMERICA AIRLINES	\$	597.89
AMOURA	\$	36.45
APPLEINC	\$	3,146.95
AUDIBLE	\$	25.99
BAR BRUNO	\$	48.59
BARNES AND NOBLE	\$	77.46
BERSERK ATHLETICS	\$	1,496.00
BON APPETIT	\$	122.20
BOOKPAL	\$	(576.95)
BROOKSIDE BARRIO	\$	124.78
CAFÉ GRATITUDE	\$	56.29
CAROLINA BIOLOGICAL SUPPLY	\$	644.34
CARTER BROADCASTING	\$	5,000.00
CHEER MUSIC	\$	85.00
CNBC SAN FRANCISCO AIRPORT	\$	4.03
CONCUR	\$	3,398.13
CONSOLIDATED COMMUNICATIONS	\$	2,907.80
COSENTINOS	\$	270.04
COSTCO	\$	323.09
CPK ST LOUIS	\$	13.98
CT Corporation	\$	228.49
CUPCAKE ALA MODE	\$	63.66
DELTA AIRLINES	\$	263.86
DILLIONS	\$	44.79
DOCUSIGN	\$	860.69
DOLLARTREE	\$	49.00
DOUBLE ZEO	\$	52.01
EPICSPORTS	\$	456.95
ESALEN	\$	1,524.86
EXECUTIVE MARKETING PROMOTIONS	\$	614.30
FACEBOOK	\$	94.44
FAMILY CARE REGISTRY	\$	152.50
FIG AND OLIVE	\$	96.58
FRAICHE	\$	12.08
GIRLSGOUTS	\$	50.00
GOGO WIFI	\$	10.99
GRAND HYATT ATLANTA	\$	94.79
GREEN ENVELOPE	\$	295.00
HEARTLAND COOKIE CO	\$	86.00
HERRING	\$	85.55
HILTON HOTELS	\$	3,813.71
IDEMIA LLC	\$	171.00
IHG HOTELS	\$	436.00
INDEED	\$	496.78
JIMMY JOHNS	\$	1,127.15
KAUFFMAN PERFORMING ARTS	\$	572.00
KC AIRPORT KIOSK	\$	22.22
KC GLOBAL LIMO	\$	133.00
KC PHOTOBOOTH	\$	450.00

EXHIBIT A

LARKSPUR	\$	200.00
LAURAS CANDY	\$	28.98
LC3 ENTERTAINMENT	\$	525.00
LYFT	\$	273.98
METRO COMMUNITY COLLEGE	\$	902.25
MISSION AND MARKET	\$	78.32
MUD PIE VEGAN BAKERY	\$	10.17
NATIONAL PUBLIC SCHOOL ALLIANCE CONF	\$	450.00
NATIONAL STUDENT CLEARING HOUSE	\$	203.43
NIECES RESTAURANT	\$	13.32
NYTIMES	\$	46.12
OUTFRONT MEDIA	\$	1,620.00
PANERA	\$	82.59
PAPAJOHNS	\$	22.23
PARCHMENT	\$	37.50
PAYPAL	\$	131.95
PIZZA 51	\$	19.29
PIZZAHUT	\$	314.17
PRICE CHOPPER	\$	9.98
READING HORIZONS	\$	500.00
RED DOOR KC	\$	43.33
REEBOK	\$	155.00
SCHEELS SPORTS	\$	74.97
SMAXX	\$	6.58
SOCAL BELTS	\$	2,025.00
SOUTHWEST AIRLINES	\$	119.92
STUBHUB	\$	100.00
SUGARCANE RAW BAR	\$	150.30
SURVEY MONKEY	\$	324.00
TAXI SERVICE LONG ISLAND	\$	69.48
THE SMITH	\$	41.28
THRIFTWAY	\$	13.50
TKO DJS	\$	675.00
TRADERJOE	\$	235.82
TRUEFOOD KITCHEN	\$	116.21
UBER	\$	73.32
UNITED AIRLINES	\$	1,136.29
VERIZON	\$	2,750.87
VINO VOLO	\$	112.89
WALDO PIZZA	\$	826.08
WALMART	\$	275.43
WESTSIDE LOCAL	\$	77.25
WHOLEFOODS	\$	45.53
WINNWOOD SKATE	\$	1,025.00
YUM BAKERY	\$	44.00
Total	\$	56,140.73
Commerce Credit Card Statement Net Rebate	\$	-
Grand Total	\$	56,140.73

EXHIBIT B



Kauffman School Budget Detail

EMKS Finance Committee Presentation

May 13, 2020

EWING MARION
KAUFFMAN SCHOOL

www.kauffmanschool.org

2020-2021 Annual Budget

EXHIBIT B

Drivers

EMKS continues focus on ensuring our students success:

- Growing our student population as we graduate our last small senior class, bring in a new large 5th grade class, and expect to realize lower student attrition than prior years.
- Supporting our alumni group, which will double in size with twice as many students enrolled in college and requiring support to ensure their persistence; incorporating alumni feedback into 5-12 planning.
- Leveraging dual credit and AP courses to provide students a head start on their college experience.
- Building flexible instructional delivery models that can be successfully executed in-classroom and online in the event of prolonged school closure.

The school will also contend with ongoing challenges:

- The full impact of the COVID-19 pandemic on 20/21 fiscal year public revenue and spending needs is not yet certain.
 - We have built the budget based on the most recent guidance from DESE, but the threat of volatility remains.
 - We must operate now with the assumption that we could once again be faced with extended school closures or significantly higher-than-normal student absence rates throughout 20-21.
- From 18/19 fiscal year to 19/20 fiscal year, Basic Formula per student dropped \$200 per WADA, and these cuts will hold in the 20/21 fiscal year.
- Most instructional, operating, and employee salary and benefit cost increases outpace public revenue growth.

2020-2021 Annual Budget

EXHIBIT B

Detail

	2018/19 Actual	2019/20 Budget	2019/20 FC4	2020/21 Budget
Total State Revenue	\$ 10,054,445	\$ 10,675,135	\$ 10,274,115	\$ 10,999,655
Total Federal Revenue	\$ 1,423,657	\$ 1,555,023	\$ 1,762,901	\$ 1,661,642
Total Local/Misc Sources	\$ 1,277,990	\$ 1,346,083	\$ 3,495,433	\$ 1,731,508
EMKF Operating Grant	\$ 3,706,231	\$ 4,484,330	\$ 3,363,247	\$ 4,500,000
EMKF Supplementary Grant	\$ -	\$ -	\$ -	\$ 448,057
EMKF Facility Grant	\$ 293,396	\$ 293,396	\$ 293,396	\$ 293,396
EMKF Restricted Relay Grant	\$ 40,000	\$ 20,000	\$ -	\$ -
Total Revenue	\$ 16,795,719	\$ 18,373,966	\$ 19,189,093	\$ 19,634,258
Salaries and Wages	\$ 9,069,799	\$ 10,853,841	\$ 9,924,401	\$ 11,339,871
Professional and Technical	\$ 1,225,385	\$ 1,148,311	\$ 1,006,642	\$ 1,965,571
Property and Utilities	\$ 2,005,289	\$ 2,094,680	\$ 2,048,000	\$ 2,140,000
Transportation	\$ 1,315,150	\$ 1,625,049	\$ 1,190,020	\$ 1,441,740
Food Services	\$ 943,690	\$ 990,056	\$ 943,313	\$ 938,630
Insurance	\$ 105,005	\$ 108,150	\$ 148,000	\$ 152,440
Communication	\$ 200,336	\$ 143,997	\$ 170,660	\$ 179,838
Supplies and Materials	\$ 741,781	\$ 1,026,098	\$ 883,146	\$ 974,623
Facility Lease	\$ 293,396	\$ 293,396	\$ 293,396	\$ 293,396
Depreciation	\$ 94,163	\$ 231,735	\$ 181,200	\$ 215,842
Total Operating Expenses	\$ 15,993,994	\$ 18,515,314	\$ 16,788,777	\$ 19,641,951
Net Income (Deficit)	\$ 801,725	\$ (141,349)	\$ 2,400,315	\$ (7,693)
Capitalized Expenses	\$ 342,013	\$ 90,387	\$ 224,437	\$ 390,149

- The 20-21 budget is a projection; subject to change due to COVID-19 impacts.
- Requesting 20/21 EMKF Operating Grant of \$4.5 million.
- The EMKF Supplementary Grant is a potential use of the reduced 19/20 Operating Grant; mechanisms will be coordinated between School, Board, and EMKF as appropriate.

© 2013 Ewing Marion Kauffman School

2020-2021 Annual Budget

EXHIBIT B

Key Assumptions

Revenue: Public revenues increasing at lower rate than expenses.

- **State Basic Formula Funding \$ Per WADA: \$8,385;** this rate is \$200 less than budgeted last year and is consistent with several local charters' assumptions.
- **Other State Funding:** growth rate projected to be flat.
- **Federal Sources** – modest increases from rise in Special Education population, expansion of Medicaid program, and FRL composite (services spend considerably outstrips these sources).
- **Local Sources** –increase driven by repeat of KCPS “fiscal cliff” gap funding.

Expenses: Rate of expense growth is 2-10% depending on category.

- **Staff Count: 152.25;** ensures delivery of instructional mission.
- **Benefits as % of Salaries: 37%;** incorporates projected 10% rise in health premiums in 20/21.
- **Food Service Per Student: \$5.46;** based on contract.
- **Cost Per Bus Per Day: \$278;** based on bus sharing with multiple schools.
- **Bus Routes: 23;** this is one additional planned route from prior year.

Misc:

- **ADA:** 95%
- **FRL:** Free – 74%; Reduced – 14%; Full – 12%

2020-2021 Annual Budget

EXHIBIT B

Metrics & Ratios

	2018/19 Actual	2019/20 Budget	2019/20 FC4	2020/21 Budget
Average Enrollment				
Middle School	772	795	779	788
High School	292	336	338	402
Total Enrollment	1064	1131	1118	1189
Staffing				
Teachers	84	90	87	93
Admin and Operations	40	49	41.25	47.25
SPED and Social Work	11	12	11	12
Total Staffing	135	151	139.25	152.25
Student to Teacher Ratio	12.7	12.6	12.8	12.8
Cash Expense per Student (excl. lease)	\$ 14,989	\$ 15,991	\$ 14,799	\$ 16,414
Kauffman Operations Funding per Student	\$ 3,483	\$ 3,966	\$ 3,010	\$ 3,783

- The student count is anticipated to increase by 6% and will result in a minor increase in the student to teacher ratio.
- Increased cash expense per student reflects rising instructional spend to support dual credit enrollment, AP testing, and other college access programming among other general expense growth.

2020-2021 Annual Budget

EXHIBIT B

Dollars per Student, excluding EMKF lease support

	2018/19 Actual	2019/20 Budget	2019/20 FC4	2020/21 Budget
Revenues				
EMKF Operations Grant	\$ 3,483	\$ 3,966	\$ 3,010	\$ 3,783
EMKF Restricted Relay Grant	\$ 38	\$ 18	\$ -	\$ -
EMKF Supplementary Grant	\$ -	\$ -	\$ -	\$ 377
Revenue from State Sources	\$ 9,450	\$ 9,442	\$ 9,194	\$ 9,248
Revenue from Federal Sources	\$ 1,338	\$ 1,375	\$ 1,577	\$ 1,397
Revenue from Local/Misc Sources	\$ 1,201	\$ 1,191	\$ 3,128	\$ 1,456
Total Revenues	\$ 15,510	\$ 15,991	\$ 16,908	\$ 16,261
Expenses				
Salaries and Wages	\$ 8,524	\$ 9,600	\$ 8,881	\$ 9,534
Professional and Technical	\$ 1,152	\$ 1,016	\$ 901	\$ 1,653
Property and Utilities	\$ 1,885	\$ 1,853	\$ 1,833	\$ 1,799
Transportation	\$ 1,236	\$ 1,437	\$ 1,065	\$ 1,212
Food Services	\$ 887	\$ 876	\$ 844	\$ 789
Insurance	\$ 99	\$ 96	\$ 132	\$ 128
Communication	\$ 188	\$ 127	\$ 153	\$ 151
Supplies and Materials	\$ 697	\$ 908	\$ 790	\$ 819
Capitalized Expenses	\$ 321	\$ 80	\$ 201	\$ 328
Total Cash Expenses	\$ 14,989	\$ 15,991	\$ 14,799	\$ 16,414
Fund Balance Contribution	\$ 521	\$ -	\$ 2,109	\$ (153)

- Public revenue sources projected to rise by 0.7% per student in 20/21 and driven by funding from KCPS MOU payments and Medicaid program expansion; total expenses to rise by 2.6% to meet instruction needs; subject to change due to COVID issue.
- Professional/Technical Expense growth driven by the College Access oriented programming.

© 2013 Ewing Marion Kauffman School

2020-2021 Annual Budget

EXHIBIT B

Projected Reserve Fund

Per Audit/ASBR	2018-19 Actual	2019-20 Budget	2019-20 Forecast 4	2020-21 Budget
Net Assets	\$ 5.2	\$ 4.4	\$ 7.6	\$ 7.6
Less PP&E	\$ 0.5	\$ 0.4	\$ 0.6	\$ 0.8
Net Working Capital	\$ 4.6	\$ 4.0	\$ 7.0	\$ 6.8
Expenses	\$ 15.9	\$ 18.3	\$ 16.6	\$ 19.4
Fund Balance Percentage	29%	22%	42%	35%

- The 20-21 budget assumes net income of -\$8k with additional capital expenses of \$390k.
- The reserve is projected to be 35%.

2020-2021 Budget EXHIBIT B

Vendor Spending over \$100k

Vendor	Budgeted Spend	Notes
Cushman & Wakefield Property Services	\$ 2,140,000	Provides property management services.
Apple Bus	\$ 1,250,000	Provides daily student transport services.
Ztrip Cab Company	\$ 107,200	Provides cab services for homeless students.
American Food & Vending	\$ 939,000	Provides daily meal services for students.
Riverside Tech	\$ 188,000	IT equipment vendor for students and staff.

- Board is approving these agreements and spend as part of the budget approval.

2020-2021 Annual Budget

EXHIBIT B

Variable Factors

Revenue:

- **Public Funding** – potential volatility exists within public funding due to Covid situation; School management has and continues to consult with local and national resources on appropriate assumptions for budgeting and forecasting.
- **Fiscal Cliff** – KCPS has expressed a willingness to engage in another MOU funding supplement.
- **Funding Equity** – outcome of legislation is unknown at this time.

Expenses:

- **Hiring:** delayed hiring of 12 planned new staff could reduce staffing expense by as much as \$450k.
- **Teacher Salaries:** to remain competitive, School management may need to modify the teacher salary scale, which would result in \$100k-\$300k in additional spend.
- **Daycare Project:** current budget assumes \$300k for an onsite daycare; if need or viability changes, spend may be pushed to a later fiscal year.
- **Ongoing Building Closure:** the School is saving an average of \$100k per month with closure (busing, food service, utilities, supplies); if school closures would continue into the fall, or face a prolonged mid-year closure, spend will be less than budgeted.
- **Alumni Needs:** School management is assessing the degree that alumni loans, grants, scholarships, housing, & employment are being impacted by health crisis; potential to increase spend.

Conclusion: Both revenues and expenses have potential to change favorably/unfavorably in the next fiscal year. The favorable trends have potential to drive the operating grant needs as low as \$3.8M or as high as \$5.3M. The School's reserves can potentially offset some unfavorable operating changes.

EXHIBIT C

EWING MARION

KAUFFMAN SCHOOL

6401 THE PASEO, KANSAS CITY, MO 64131 | (816) 268-5660 | INFO@KAUFFMANSCHOOL.ORG

Spring 2020 Alternative Methods of Instruction Plan

This document details the virtual learning plan implemented in Spring 2020 in response to extended school closures due to COVID-19.

Instructional Delivery Plan

Device & Connectivity Support

Prior to spring break, we distributed Chromebooks to 100% of high school students. In early April, we purchased and distributed Chromebooks to 100% of middle school students.

During spring break, we gathered student connectivity data from families, and in subsequent weeks, implemented a plan to ensure 100% of our students had Internet access at home. 100% of families had Internet access at home prior to the launch of virtual instruction.

We have implemented a Help Desk solution for students and families to address ongoing device and connectivity issues as well as student and family technology skill gaps in an effort to ensure there are no barriers to accessing virtual instruction.

Platforms

We are utilizing the Google Classroom and Zoom platforms for virtual instruction. Students with IEPs and English Learners are also utilizing the Reading Horizons platform to supplement their instruction. All students were provided with a KauffmanSchool.com email address through Gmail.

High School

During the week following spring break, we launched asynchronous virtual instruction for our High School students. Teachers uploaded videos and assignments and students engaged in lessons on their own schedule, with the expectation that they submit completed assignments by the daily deadline.

Beginning April 20, we launched synchronous virtual instruction for our High School students. Students are engaged in synchronous virtual instruction daily beginning at 8 AM and continuing through mid-afternoon, with the exact end time depending on the student's grade level and support needs. Students receive daily instruction in all core contents.

Middle School

Prior to April 20, we mailed weekly work packets to all our Middle School students. Packets were created by content teachers and were aligned to the content that would have been taught in class if school was in session. Teacher phone numbers were provided in all packets, and teachers provided students and families with one-on-one and small group support over the phone.

The week of April 13, we launched a technology prep week for our Middle School students. During the week, students completed technology-focused lessons that were aimed to prepare them for

EXHIBIT C

EWING MARION

KAUFFMAN SCHOOL

6401 THE PASEO, KANSAS CITY, MO 64131 | (816) 268-5660 | INFO@KAUFFMANSCHOOL.ORG

synchronous virtual learning the following week. Students completed tech lessons in addition to their content work packets.

Beginning April 20, we launched synchronous virtual instruction for our Middle School students. Students are engaged in synchronous virtual instruction daily beginning at 8 AM and continuing through mid-afternoon, with the exact end time depending on the student's grade level and support needs. Students receive daily instruction in all core contents.

Student Performance

Teachers monitor assignment completion daily and input completion data into the gradebook by 12 PM the following day. Completion is evaluated against standards defined by the teacher. Instructional Coaches ensure consistency in completion data by aligning with all teachers on completion standards. Completion standards are communicated to students with each assignment.

Teachers grade assignments against accuracy-based grading norms in place prior to the start of virtual learning. Instructional Coaches ensure consistency in grading by aligning with all teachers on grading norms and regularly monitoring gradebooks.

In high school, students receive a weekly completion grade and two accuracy grades per class per week. In middle school, students receive a weekly completion grade, and accuracy grades are aligned with the point values defined in our grading policy.

Teachers update gradebooks by 5 PM on Monday, and families and students can access current grades through the PowerSchool Parent Portal.

Student Attendance

We track attendance for each class period. To confirm their attendance in a virtual class, students must submit a unique Google Form, the link to which is provided by the teacher in the Zoom chat. Students must be present in the Zoom classroom to access the attendance link. We further confirm attendance through visual checks, Zoom roster downloads, and teacher confirmation. Student non-attendance is reported to families via phone calls and emails. Families have an opportunity to proactively report a planned absence from virtual instruction, and these absences are excused.

Special Education & English Learning Programming

All Special Education and English Learners participate in virtual instruction.

When we were providing weekly work packets, middle school students with IEPs and 504s received accommodated and/or modified packets that reflected the accommodations and/or modifications detailed in their IEPs or 504 Plans.

During asynchronous virtual learning, high school students with IEPs and 504s were assigned accommodated and/or modified assignments that reflected the accommodations and/or modifications

EXHIBIT C

E W I N G M A R I O N

KAUFFMAN SCHOOL

6401 THE PASEO, KANSAS CITY, MO 64131 | (816) 268-5660 | INFO@KAUFFMANSCHOOL.ORG

detailed in their IEPs or 504 Plans. Learning Support Specialists also provided one-on-one and small group support to students during asynchronous virtual learning.

With the shift to synchronous virtual learning all students with IEPs and 504s continue to be assigned accommodated and/or modified assignments that reflect the accommodations and/or modifications detailed in their IEPs and 504 Plans. Learning Support Specialists provide push-in and pull-out support in virtual classrooms.

All students who receive occupational therapy and speech & language therapy have been provided with materials to continue their therapy and have been offered virtual therapy services.

For every student with an IEP, we are maintaining a DESE-provided Continuity of Instruction and Individual Education Program (IEP) Implementation Plan to record the delivery of services and track service minutes. These plans are updated by Learning Support Specialists as services are added or modified, and the plans are maintained in SpedTrack.

Staff Support & Development

Staff Support

We hold a daily virtual staff huddle in school teams. Key information for the day is shared during this meeting, and is also provided in writing in a daily huddle document. Content teams meet with their Instructional Coach and/or Principals weekly. We hold virtual professional development sessions targeted specifically to support teachers with virtual learning priorities on Friday afternoons. We offered a Staff Wellness session, led by a licensed clinical Social Worker, in late April and intend to offer additional programming based on staff survey responses.

Teacher Performance

Our school leadership teams – including Principals, Instructional Coaches, Deans Grade Level Content Leaders, and Grade Team Chairs – conduct daily “walkthroughs” of virtual classrooms. During walkthroughs, leaders observe instruction, review materials, and observe virtual classroom culture, and provide live coaching to the teacher.

Student and Family Support

Family Communication

We communicate daily with students and families through a combination of robo-dials, emails and social media posts. The school’s main phone number is forwarded to a staff member who answers and routes calls to the staff member best positioned to provide support. We’ve provided families with the phone numbers and email addresses of all teachers, school leaders, and administrative staff. We have updated our staff expectations for family communication relative to extended school closure and virtual learning.

EXHIBIT C

EWING MARION

KAUFFMAN SCHOOL

6401 THE PASEO, KANSAS CITY, MO 64131 | (816) 268-5660 | INFO@KAUFFMANSCHOOL.ORG

Meal Distribution

Kauffman School began to prepare and distribute student meals on Monday, March 23rd and intends to continue distribution throughout the school closure period. Meals (breakfast and lunch) are prepared at the Kauffman School by the school's food services employees. Meals are available to any person 18 or under in the community; children do not need to be Kauffman School students to receive a Kauffman School-prepared meal.

Meals are distributed Monday – Friday from 10:30 AM – 12:30 PM at the school and from school buses at seven other locations throughout the city. If a family is unable to travel to a distribution site, we follow up to coordinate door-to-door delivery.

Supporting Homeless Students and Vulnerable Populations

We have asked teachers to be observant of any students whose circumstances or communication may reflect potential homelessness or other vulnerability and to pass along any concerns to our Social Work Team.

We are supporting homeless students in several ways, including:

- Providing meals through delivery to any location.
- Ensuring students have access to quality virtual instruction by providing a Chromebook and Internet hotspot if the student is not residing in a location with Internet access.
- Connecting students to our Social Work Team who can then connect families to community resources.

Our Social Work Team connects weekly with the DSS case managers of any students for whom a DSS case is active.

We have updated our 40-page community resources manual, and have made this manual available to staff and families.

Supporting Students' Mental Health Needs

Our Social Work Team continues to hold virtual sessions with all students on their caseload. Students can request a check-in outside of their scheduled session by contacting their Social Worker. Teachers and families can also request a check-in on behalf of a student by emailing the Social Work team.

Calendar & Event Updates

Calendar Overview

We have not made changes to our 2019-2020 school calendar as a result of school closure.

Graduation Plans

We will hold a virtual graduation ceremony on Wednesday, May 20 at 6 PM.