



EWING MARION

KAUFFMAN SCHOOL

**EWING MARION KAUFFMAN SCHOOL, INC.
BOARD OF DIRECTORS MEETING PACKET
May 10th, 2023**

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EWING MARION KAUFFMAN SCHOOL, INC.

BOARD OF DIRECTORS - MEETING AGENDA

MEETING INFORMATION

Ewing Marion Kauffman School
Wednesday, May 10th, 2023
Board of Directors Meeting (8:30am CT)

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

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

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

Meeting ID: 369 595 1828

AGENDA

- **CALL TO ORDER**
 - Welcome guests
 - Review and discuss meeting agenda
 - Action: Meeting minutes (3.10.23)
 - Board Chair Comments
- **LEADERSHIP REPORT**
- **FINANCE**
 - Action: Approve March 2023 Treasurer's Report, including February & March Check Registers
 - Action: Approve 2023-24 Budget
- **GOVERNANCE**
 - Board Member Recruitment
- **COMMUNITY FORUM**
 - The Board will hear comments from community members regarding items on the agenda or other issues that should be brought to the Board's attention. Individual comments are limited to three minutes. It is anticipated the time allotted for the community forum will be no longer than fifteen minutes, unless time is extended by the Board Chair. Individuals who do not have an opportunity to speak during the allotted time will be given first opportunity at the next regularly scheduled Board of Directors meeting.
- **CLOSED SESSION / EXECUTIVE SESSION**
 - Close meeting pursuant to R.S.Mo 610.021(6) - discussion of a student matter, R.S.Mo 610.021(1) - discussion of legal matters and R.S.Mo 610.021(3) - discussion of a personnel matter
- **ADJOURN**

FUTURE MEETINGS

- Committee Meetings: Monday, June 12th, 2023 (5:00 pm CST)
- Board Meeting: Wednesday, June 14th, 2023 (8:30 am CST)

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

March 10, 2023

A special meeting of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at its headquarters in Kansas City, Missouri on March 10, 2023, pursuant to public notice provided at least 24 hours in advance. The meeting was held via Zoom such that all could hear and be heard and see and seen.

Participating were Tracy McFerrin, Kelly Barnes, Brett Hembree, Juan Rangel, and Jerry Williams. Kristin Bechard and Corey Scholes were not able to attend.

Also participating from the School were Katie Pasniewski, Interim President/CEO; and John Tyler, Secretary and General Counsel. Also participating was outside counsel Kim Jones.

No community members were present at the beginning of the meeting. Robert Henderson III joined the meeting in progress as indicated below.

Ms. McFerrin chaired the meeting. Mr. Tyler served as secretary. Ms. McFerrin called the meeting to order at 2:02 pm, welcomed those in attendance, and previewed the agenda.

After discussion and upon motion duly made (Rangel) and seconded (Williams), the board unanimously approved the minutes from the meeting of February 8, 2023 with the proviso that a sentence fragment on page two regarding the dashboard be completed.

Closed Session

Pursuant to the published agenda, a motion was made (Rangel) and seconded (Barnes) to enter executive session as allowed by RSMO 620.021(1), (3), and (6) regarding legal, personnel, and students to discuss matters thereunder. Pursuant to a roll call vote, the following directors voted to approve the motion (Barnes, Hembree, McFerrin, Rangel, and Williams) with no directors opposing or abstaining. The meeting entered closed session at 2:06 pm.

Updates and discussion followed about legal and employment matters.

A motion was made (Hembree) and seconded (Williams) to leave the executive session and re-open the meeting. Pursuant to a roll call vote, the following directors voted to approve the motion (Barnes, Hembree, McFerrin, Rangel, and Williams) with no directors opposing or abstaining. The meeting adjourned from closed session at 2:25 pm.

Governance

Ms. McFerrin asked board members for feedback about the article on the role of the board chair and governance more broadly. Discussion followed, including appreciation for the reminder that no individual board member, including the chair, has authority to act on behalf of the board or organization without full board approval and balancing the line between governance oversight and operational management.

Finance

Ms. Pasniewski provided the finance report, including improvements in the cash balance with an additional ten days of cash compared to the December forecast and that average daily attendance for the current year continues to be below pre-pandemic levels and the 95% target although still relatively high at 91-92%.

Robert Henderson III from the community joined the meeting at 2:35 pm during the preceding discussion, and the ability to see and be seen and hear and be heard were confirmed. Ms. McFerrin introduced Mr. Henderson to those in the meeting.

Community Forum

Mr. Henderson explained his history as a teacher and coach at the School and the importance he gives to education for himself and his dedication to it for others. He explained that the most important issue for most teachers with whom he has spoken is money and increased compensation for them. He proposed that the board consider a program to allow staff to receive advances on future salary earnings and the rationale for doing so. An alternative might be an emergency assistance fund to alleviate financial strains during especially challenging times. Mr. Henderson expressed his appreciation for the board and its members, the School, its leadership and staff, and the community.

Ms. McFerrin expressed her and the board's appreciation for Mr. Henderson's ideas, presentation, and especially his service and commitment to the School and the students it serves.

Mr. Henderson left the meeting at 2:45 pm.

Discussion followed about ensuring that the ideas be explored and added to a future board agenda.

Finance (cont.)

Ms. Pasniewski resumed the finance report, including summarizing expenses that are slightly over budget for staff recruitment, facility supplies, the new security contract, technology, instructional supplies, and legal fees. She also presented information about net income; key financial performance indicators re days of cash, fund balance percentages, enrollment, and staffing; the financial forecast generally and regarding cash balances; accelerating purchases; timing grant payments from the Kauffman Foundation; and the check register, including that no new vendors were added and that no expenses were unusual. Ms. McFerrin pointed out that she and Mr. Williams are listed as receiving reimbursement for expenses they incurred on behalf of the School. Discussion occurred throughout.

After discussion and upon motion duly made (Williams) and seconded (Hembree), the board unanimously approved the finance report, including the check register.

Leadership Report

Ms. Pasniewski presented an update on proposed strategic priorities for 2022-2023 and monitoring progress. She began with a reminder of the five strategic priorities and their connections to the School's business and operations. She provided an update regarding the academic core strategy, including describing it and its context, how priorities are divided across a multi-year plan with specific goals for years 1, 2, and 3-5 with reporting against year 1 goals. Discussion followed, including about the approach to specific academic topics.

She provided an update regarding the emotional intelligence strategy, including describing it and its context, how priorities are divided across a multi-year plan with specific goals for years 1, 2, and 3-5 with reporting against year 1 goals. Discussion followed, including about connecting this experience to the board's learning journey and the crises regarding educating males and especially Black males.

She provided an update regarding the enrollment strategy including describing it and its context. She reported on conditions that affect enrollment and completion of a study and revised enrollment model to inform renewed goals, challenges, and next steps. She reported that student mobility rates remain higher than pre-pandemic levels and that the School's mid-year student attrition has decreased. Discussion followed, including that enrollment points currently are 5th-8th grades, the effects of the closure of Genesis School, how low expectations counter the reality that students in the demographic the School serves can in fact be successful.

Ms. Pasniewski reported on results of the APR, including performance relative to other schools, districts, and benchmarks; that the APR has changed and it is more rigorous than it has been; that the School lost points on academic performance and college planning (which the School had not yet implemented in the prior year); and that the APR is for informational purposes only at this point. Discussion followed, including appreciation for Ms. Pasniewski and Mr. Hembree's work in making presentation of the data and information understandable.

There being no further business, the meeting adjourned at 3:25 pm.

John Tyler, Secretary



March 2023 Financials

PREPARED MAY'23 BY



Contents



- Executive Summary
- Key Performance Indicators
- Forecast Overview
- Cash Forecast
- Appendix
- Check Register

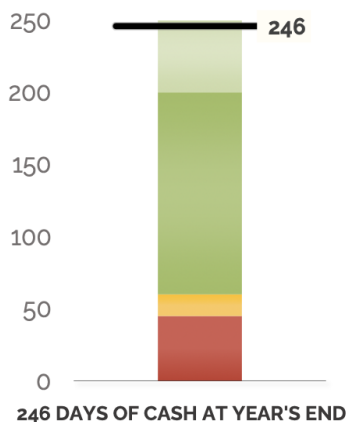
- EMKS closes out the 3rd quarter of FY23 with a projected YE cash balance of **\$14.32M** and 246 days of cash.
- As we closed the March financials, we also updated the YE forecast on both revenue and expense items. These adjustments better align the original budget with actual trends over the last 9 months. The changes are reflected in these financials.
 - **Income** - a net decrease of **\$1,764,285**
 - **\$1.5M** of the Kauffman grant was deferred to FY24 and will be reflected on that year's budget
 - **Expenses** – a net decrease of **\$209,014**
 - Adjustments to a variety of expense categories, resulting in an overall improvement in the YE expense forecast

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Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

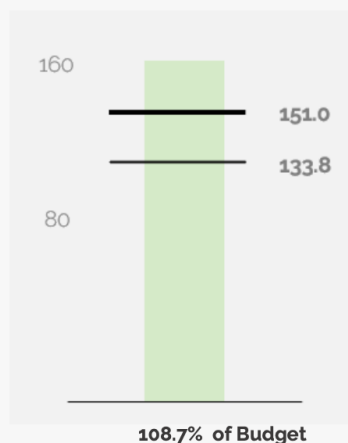


246 DAYS OF CASH AT YEAR'S END

The school will end the year with 246 days of cash. This is above the recommended 60 days

Staffing

Current vs. Budgeted Staffing

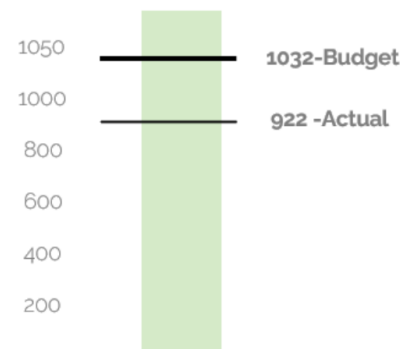


108.7% of Budget

The school's budget was set with 151 FTE. Current staffing is at 133.8. Although currently below full staffing, EMKS will finish the year slightly ahead of budget due to higher-than-expected salaries/benefits.

Enrollment

Current vs. Budgeted Enrollment



89.35% of Budget

The school is currently 10.65% below the projected enrollment of 1032.

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Forecast Overview

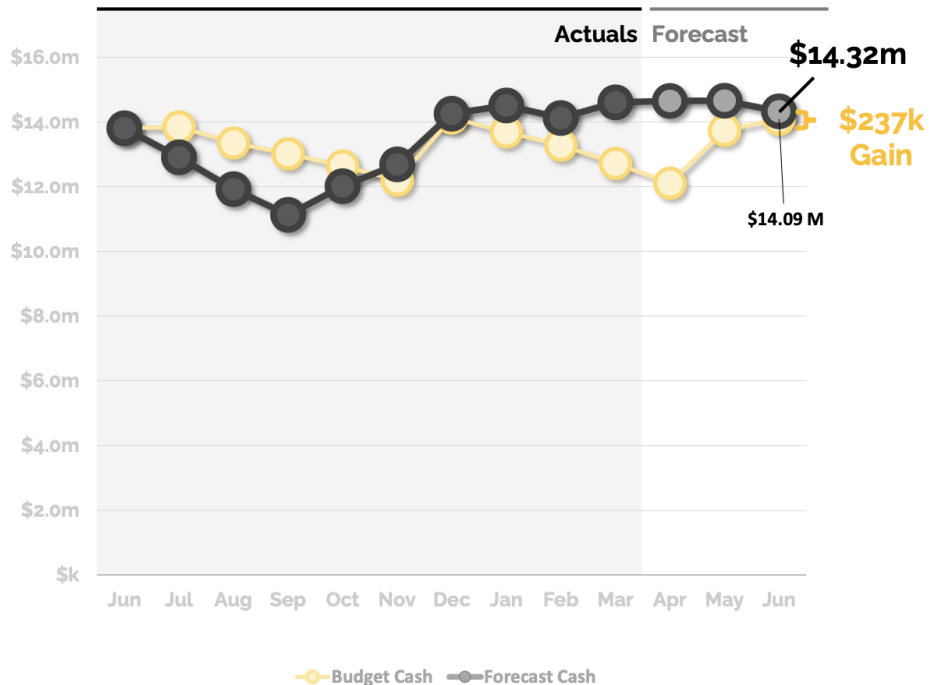
	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$21.6m	\$19.5m	\$2.1m	+2.1m	The improvement over budget is directly attributable to funding equity and hold harmless which is paying Kauffman on FY21 WADA.
Expenses	\$21.5m	\$19.9m	-\$1.7m	-1.7m	Increases due to unbudgeted student technology purchases, legal fees, a new security contract, and higher than anticipated salary/benefit costs.
Net Income	\$53k	-\$379k	\$432k	432k	
Cash Flow Adjustments	\$469k	\$664k	-\$195k	-195k	Capital improvements made to the facility for the start of the FY23 school year.
Change in Cash	\$522k	\$285k	\$237k	237k	

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Cash Forecast

246 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$14m**, **\$237k** above budget.



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QUESTIONS?

Please contact your EdOps Finance Team:

Jamie Berry

jamie@ed-ops.com

816-444-1530

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	Year-To-Date			Annual Forecast			Remaining
	Actual	Budget	Variance	Forecast	Budget	Variance	
Revenue							
Local Revenue	1,326,340	921,180	405,159	1,626,340	1,228,240	398,099	300,000
State Revenue	9,884,853	7,048,607	2,836,246	13,128,593	9,398,143	3,730,450	3,243,740
Federal Revenue	2,457,744	2,593,923	(136,179)	3,182,089	3,458,563	(276,474)	724,345
Private Grants and Donations	2,470,747	2,323,349	147,398	3,440,794	4,793,396	(1,352,602)	970,047
Earned Fees	152,072	445,561	(293,489)	216,388	594,081	(377,693)	64,316
Total Revenue	16,291,756	13,332,620	2,959,136	21,594,204	19,472,424	2,121,780 ①	5,302,448
Expenses							
Salaries	6,400,973	6,332,640	(68,333)	9,175,942	8,443,520	(732,422)	2,774,970
Benefits and Taxes	2,320,192	2,279,997	(40,196)	3,274,968	3,039,996	(234,972)	954,776
Staff-Related Costs	247,711	146,250	(101,461)	287,751	195,000	(92,751)	40,040
Rent	220,047	220,047	-	293,396	293,396	-	73,349
Occupancy Service	1,780,617	1,712,100	(68,517)	2,376,584	2,282,800	(93,784)	595,966
Student Expense, Direct	976,050	977,344	1,294	1,692,939	1,695,960	3,021	716,890
Student Expense, Food	430,952	671,448	240,496	600,000	839,310	239,310	169,048
Office & Business Expense	1,523,523	1,039,702	(483,821)	2,053,634	1,297,309	(756,325)	530,111
Transportation	942,512	1,188,108	245,596	1,331,541	1,485,135	153,594	389,029
Total Ordinary Expenses	14,842,577	14,567,635	(274,942)	21,086,754	19,572,425	(1,514,329)	6,244,178
Net Operating Income	1,449,179	(1,235,015)	2,684,194	507,450	(100,001)	607,451	(941,729)
Extraordinary Expenses							
Equipment	29,806	-	(29,806)	29,806	-	(29,806)	-
Facility Improvements	145,792	-	(145,792)	145,792	-	(145,792)	-
Depreciation and Amortization	211,880	209,249	(2,630)	278,999	278,999	0	67,119
Total Extraordinary Expenses	387,478	209,249	(178,228)	454,597	278,999	(175,598)	67,119
Total Expenses	15,230,054	14,776,885	(453,170)	21,541,351	19,851,425	(1,689,927) ②	6,311,297
Net Income	1,061,701	(1,444,265)	2,505,966	52,853	(379,001)	431,853 ③	(1,008,849)
Cash Flow Adjustments	(256,577)	594,151	(850,728)	469,060	663,901	(194,841)	725,637
Change in Cash	805,125	(850,114)	1,655,238	521,913	284,900	237,013 ④	(283,212) ⑤

① REVENUE: \$2.1M AHEAD

Due to funding equity & hold harmless

② EXPENSES: \$1.7M BEHIND

Higher than anticipated costs for salaries & benefits, legal fees, security, and an unbudgeted student technology purchase

③ NET INCOME: \$432K ahead

④ CASH ADJ: \$195K BEHIND

Capital improvements for the start of school

⑤ NET CHANGE IN CASH: \$237K AHEAD

Income Statement	Actual										Forecast			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		Apr	May	Jun	TOTAL
Revenue														
Local Revenue	168,751	156,087	135,601	142,732	134,237	140,010	152,532	179,503	116,887		100,000	100,000	100,000	1,626,340
State Revenue	769,831	748,862	751,341	2,130,030	1,105,087	1,055,754	1,096,886	1,133,122	1,093,941		1,081,247	1,081,247	1,081,247	13,128,593
Federal Revenue	229,706	307,120	326,440	282,171	311,575	248,049	248,427	240,348	263,908		241,448	241,448	241,448	3,182,089
Private Grants and Donations	0	73,349	0	500	73,349	2,250,000	0	73,349	200		323,349	323,349	323,349	3,440,794
Earned Fees	928	103,229	7,023	4,248	5,856	8,951	4,226	11,262	6,349		21,439	21,439	21,439	216,388
Total Revenue	1,169,216	1,388,647	1,220,405	2,559,680	1,630,105	3,702,763	1,502,070	1,637,584	1,481,286		1,767,483	1,767,483	1,767,483	21,594,204
Expenses														
Salaries	647,746	716,896	944,284	684,375	699,201	695,243	726,379	649,211	637,636		726,057	744,445	1,304,467	9,175,942
Benefits and Taxes	197,698	258,101	281,298	257,058	253,689	257,972	283,563	266,615	264,199		291,568	299,682	363,526	3,274,968
Staff-Related Costs	132,596	4,055	20,206	11,681	9,678	19,141	8,850	14,916	26,589		13,347	13,347	13,347	287,751
Rent	0	73,349	0	0	73,349	0	0	73,349	0		0	73,349	0	293,396
Occupancy Service	205,568	182,935	181,880	192,098	181,414	202,134	211,602	194,178	228,808		198,655	198,655	198,655	2,376,584
Student Expense, Direct	42,583	248,162	157,885	88,952	70,988	105,520	106,197	83,345	72,417		356,212	286,289	74,389	1,692,939
Student Expense, Food	0	17,705	139,057	20,793	54,726	58,915	62,432	23,925	53,397		56,349	56,349	56,349	600,000
Office & Business Expense	101,713	255,489	157,702	50,894	150,585	136,404	296,146	172,815	201,776		176,704	176,704	176,704	2,053,634
Transportation	0	42,379	188,230	145,085	106,168	105,532	147,005	102,527	105,586		129,676	129,676	129,676	1,331,541
Total Ordinary Expenses	1,327,903	1,799,071	2,070,543	1,450,935	1,599,797	1,580,862	1,842,174	1,580,883	1,590,409		1,948,568	1,978,496	2,317,113	21,086,754
Operating Income	-158,688	-410,424	-850,138	1,108,745	30,307	2,121,901	-340,104	56,702	-109,123		-181,085	-211,013	-549,631	507,450
Extraordinary Expenses														
Depreciation and Amortization	21,869	23,043	21,816	23,027	23,124	23,205	23,938	25,891	25,967		22,373	22,373	22,373	278,999
Facility Improvements	22,011	23,747	2,935	11,218	7,245	6,639	30,829	29,209	11,959		0	0	0	145,792
Equipment	29,806	0	0	0	0	0	0	0	0		0	0	0	29,806
Total Extraordinary Expenses	73,687	46,789	24,751	34,245	30,369	29,844	54,767	55,100	37,926		22,373	22,373	22,373	454,597
Total Expenses	1,401,590	1,845,860	2,095,294	1,485,180	1,630,167	1,610,707	1,896,940	1,635,983	1,628,335		1,970,941	2,000,869	2,339,487	21,541,351
Net Income	-232,374	-457,213	-874,889	1,074,500	-62	2,092,057	-394,870	1,602	-147,049		-203,458	-233,387	-572,004	52,853
Cash Flow Adjustments	-663,356	-524,075	81,102	-189,435	672,028	-527,750	650,506	-389,497	633,899		241,879	241,879	241,879	469,060
Change in Cash	-895,730	-981,288	-793,786	885,066	671,966	1,564,307	255,636	-387,895	486,850		38,421	8,492	-330,125	521,913

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	Previous Year End 6/30/2022	Current 3/31/2023	Year End 6/30/2023
Assets			
Current Assets			
Cash	13,801,775	14,606,900	14,323,688
Accounts Receivable	761,541	543,987	376,640
Other Current Assets	133,376	273,281	133,376
Total Current Assets	14,696,693	15,424,167	14,833,705
Noncurrent Assets			
Facilities, Net	936,665	1,104,638	1,104,638
Operating Fixed Assets, Net	165,422	37,868	-81,583
Total Noncurrent Assets	1,102,087	1,142,506	1,023,054
Total Assets	15,798,780	16,566,673	15,856,759
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	4,365	-10,186	4,365
Accounts Payable	851,091	616,246	851,091
Accrued Salaries and Benefits	231,739	5,126	236,866
Total Current Liabilities	1,087,195	611,186	1,092,321
Total Long-Term Liabilities	0	0	
Total Liabilities	1,087,195	611,186	
Equity			
Unrestricted Net Assets	14,711,585	14,893,786	14,711,585
Net Income	0	1,061,701	52,853
Total Equity	14,711,585	15,955,487	14,764,438

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February 2023

- **Vendor: Crisis Prevention Institute, Inc.**
 - **Spend: State mandated seclusion & restraint training - \$8,498.00**
- **Vendor: CuraLinc LLC**
 - **Spend: New EAP - \$1,091.73**

March 2023

- **Vendor: NoRedInk Corporation**
 - **Spend: AP Research Instructional Platform - \$5,700.00**
- **Vendor: Scripps Media**
 - **Spend: Student recruitment advertising - \$12,600.00**
- **Vendor: Severin Intermediate Holdings, LLC**
 - **PowerSchool (SIS Platform) - \$43,783.19**

Check Registers

Ewing Marion Kauffman School
03/10/2023 2:02 PM

Check Register by Date

Page: 1
User ID: TNULL

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		Check Amount
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	
5468	02/07/2023	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5469	02/07/2023	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5470	02/07/2023	X			CORNIOWA	Cornell College (Iowa)	250.00
5471	02/07/2023	X			CURALINC	CuraLinc LLC	1,091.73
5472	02/07/2023	X			MOSCITECHU	Curators of the University of Missouri	250.00
5473	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5474	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5475	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5476	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5477	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5478	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5479	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5480	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5481	02/07/2023				DILLUNIV	Dillard University	250.00
5482	02/07/2023				EMORYUNIV	Emory University	250.00
5483	02/07/2023	X			HARRISSTOW	Harris-Stowe State University	250.00
5484	02/07/2023	X			HARRISSTOW	Harris-Stowe State University	250.00
5485	02/07/2023	X			HOBWILLIAM	Hobart and William Smith Colleges	250.00
5486	02/07/2023	X			METROCKCK	The Junior College District of Metropolitan Kansas City	250.00
5487	02/07/2023				METROCKCK	The Junior College District of Metropolitan Kansas City	250.00
5488	02/07/2023	X			KCARTINST	Kansas City Art Institute	250.00
5489	02/07/2023	X			KCARTINST	Kansas City Art Institute	250.00
5490	02/07/2023	X			KCARTINST	Kansas City Art Institute	250.00
5491	02/07/2023	X			LYCOMINGC	Lycoming College	250.00
5492	02/07/2023	X			MACALESTER	Macalester College	250.00
5493	02/07/2023	X			MACALESTER	Macalester College	250.00
5494	02/07/2023	X			NWMOSTUNIV	Northwest Missouri State University	250.00
5495	02/07/2023	X			OCCCOLLEGE	Occidental College	250.00
5496	02/07/2023	X			PARKUNIV	Park University	250.00
5497	02/07/2023	X			HARVARDUNI	President and Fellows of Harvard College	250.00
5498	02/07/2023	X			RHODESCOL	Rhodes College	250.00
5499	02/07/2023	X			RHODESCOL	Rhodes College	250.00
5500	02/07/2023	X			RHODESCOL	Rhodes College	250.00
5501	02/07/2023	X			ROCKHURSTU	Rockhurst University	250.00
5502	02/07/2023	X			ROCKHURSTU	Rockhurst University	250.00
5503	02/07/2023	X			ROCKHURSTU	Rockhurst University	250.00
5504	02/07/2023	X			ROCKHURSTU	Rockhurst University	250.00
5505	02/07/2023	X			ROCKHURSTU	Rockhurst University	250.00
5506	02/07/2023				STOLAFCOLL	St Olaf College	250.00
5507	02/07/2023				STOLAFCOLL	St Olaf College	250.00
5508	02/07/2023	X			SWARTHMORE	Swarthmore College	250.00
5509	02/07/2023	X			SYRACUSEU	Syracuse University	250.00
5510	02/07/2023	X			HAMILTON	Trustees of Hamilton College	250.00
5511	02/07/2023	X			UNICENTMO	University of Central Missouri	250.00
5512	02/07/2023	X			UNICENTMO	University of Central Missouri	250.00
5513	02/07/2023	X			UNICENTMO	University of Central Missouri	250.00
5514	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5515	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5516	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5517	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5518	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5519	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5520	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5521	02/07/2023	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5522	02/07/2023	X			VANDERUNIV	The Vanderbilt University	250.00
5523	02/07/2023	X			WELLESOLL	Wellesley College	250.00
5524	02/07/2023				RICEUNIVER	William Marsh Rice University	250.00

5525	02/07/2023		LATRINAGU	Latrina Brantley	2,500.00
5526	02/07/2023	X	THECOLLEGE	College Entrance Examination Board	1,648.00
5527	02/07/2023	X	CRISISPREV	Crisis Prevention Institute, Inc	8,498.00
5528	02/07/2023	X	CURTISMICH	Michael Curtis	2,090.00
5529	02/07/2023		DANISIAIAH	Isaiah Daniels	500.00
5530	02/07/2023	X	KCPREMTRAN	KC Premier Services LLC	971.18
5531	02/07/2023	X	LABORPROS	The Labor Pros, LLC	46,619.93
5532	02/07/2023	X	MORGHUNT	Morgan Hunter Education, LLC	1,337.40
5533	02/07/2023	X	PERFFOODGR	Performance Food Group Inc	4,534.28
5534	02/07/2023	X	PLEAHILLSD	Pleasant Hill R-III School District	250.00
5535	02/07/2023	X	SAGEVIEW	SageView Advisory Group LLC	2,772.00
5536	02/07/2023	X	TSCHANGCHI	CHI-YOUNG TSCHANG	5,000.00
5537	02/07/2023		UTTERANDRE	Andrew Utter	480.00
5538	02/07/2023	X	LONGKENYA	Kenya Williams-Long	1,500.00
78	02/07/2023		BOYKINCOU	Courtney Boykin	275.00
79	02/07/2023		LITZSEYGWE	Gwendolyn Litzsey	275.00
80	02/07/2023		BANKSCHAR	Charles Banks	275.00
17081	02/07/2023	X	ADVTECH	Advantage Tech, Inc.	2,125.50
17082	02/07/2023	X	COMMERCE	COMMERCE BANK	18,966.23
17083	02/07/2023	X	EDOPS	Education Business Solutions Inc	16,933.25
17084	02/07/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	19,939.08
17085	02/07/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	3,661.00
17086	02/07/2023	X	SIPVINE	sipVine, Inc.	598.50
17087	02/07/2023	X	YELLOWDOG	Yellow Dog Networks, Inc.	2,800.00
20920231	02/09/2023	X	COMMERCE	COMMERCE BANK	19,855.22
5539	02/13/2023	X	BELOITCOL	Board of Trustees of Beloit College	4,484.50
5540	02/13/2023	X	BELOITCOL	Board of Trustees of Beloit College	1,893.50
5541	02/13/2023		CLARKATL	Clark Atlanta University	3,500.00
5542	02/13/2023		COECOL	Coe College	2,944.50
5543	02/13/2023		CORNIOWA	Cornell College (Iowa)	5,500.00
5544	02/13/2023		MOSCITECHU	Curators of the University of Missouri	3,500.00
5545	02/13/2023		UNIVMO	Curators of the University of Missouri (UM)	2,040.00
5546	02/13/2023		UNIVMO	Curators of the University of Missouri (UM)	2,621.00
5547	02/13/2023		DILLUNIV	Dillard University	3,938.00
5548	02/13/2023		DILLUNIV	Dillard University	3,500.00
5549	02/13/2023		EMORYUNIV	Emory University	500.00
5550	02/13/2023	X	HOBWILLIAM	Hobart and William Smith Colleges	5,139.50
5551	02/13/2023		JACKSONSU	Jackson State University	3,000.00
5552	02/13/2023	X	METROCKCKC	The Junior College District of Metropolitan Kansas City	1,386.53
5553	02/13/2023		KCARTINST	Kansas City Art Institute	2,089.50
5554	02/13/2023		KCARTINST	Kansas City Art Institute	3,500.00
5555	02/13/2023	X	LYCOMINGC	Lycoming College	5,849.00
5556	02/13/2023	X	MACALESTER	Macalester College	2,358.00
5557	02/13/2023	X	MACALESTER	Macalester College	2,377.00
5558	02/13/2023	X	MACALESTER	Macalester College	3,750.00
5559	02/13/2023	X	NWMOSTUNIV	Northwest Missouri State University	2,464.00
5560	02/13/2023	X	RHODESCOL	Rhodes College	3,500.00
5561	02/13/2023	X	ROCKHURSTU	Rockhurst University	3,937.50
5562	02/13/2023	X	ROCKHURSTU	Rockhurst University	1,873.50
5563	02/13/2023		ROCKHURSTU	Rockhurst University	3,200.00
5564	02/13/2023		STOLAFCOLL	St Olaf College	1,682.50
5565	02/13/2023	X	UNIVKS	State of Kansas	3,500.00
5566	02/13/2023	X	SYRACUSEU	Syracuse University	4,500.00
5567	02/13/2023	X	TXSOUTHU	Texas Southern University	3,500.00
5568	02/13/2023		UNICENTMO	University of Central Missouri	1,942.00
5569	02/13/2023		UNICENTMO	University of Central Missouri	1,826.50
5570	02/13/2023		UNICENTMO	University of Central Missouri	1,831.50
5571	02/13/2023		UZAZIVILLA	Uzazi Village	250.00
5572	02/13/2023		VANDERUNIV	The Vanderbilt University	2,250.00
5573	02/14/2023	X	CASTATED	California State Disbursement Unit	392.00
5574	02/14/2023	X	CONWAYMAC	Mackenzie Conway	40.00

5575	02/14/2023	X	CRITESKRI	Kristin Crites	160.00
5576	02/14/2023	X	MYERGAMA	Gamache & Myers PC	334.62
5577	02/14/2023		GUARDIAN	The Guardian Life Insurance Co	11,248.42
5578	02/14/2023	X	JOHNSONSCO	Scott Johnson	50.00
5579	02/14/2023	X	LABORPROS	The Labor Pros, LLC	9,245.77
5580	02/14/2023	X	LAXTONJOH	Johanna Laxton	260.00
5581	02/14/2023	X	MORGHUNT	Morgan Hunter Education, LLC	1,361.10
5582	02/14/2023	X	FINKTRUSTE	Richard V. Fink	320.00
5583	02/14/2023	X	SCHMIDTJOS	Joseph Schmidt	50.00
5584	02/14/2023	X	TAYPSYCH	Cynthia Taylor	1,650.00
17088	02/14/2023	X	COMMERCE	COMMERCE BANK	19,855.22
17089	02/14/2023	X	TRAVTRANS	Corporate Travel Management North America, Inc	396.00
17090	02/14/2023	X	COLEMANDA	Dana Coleman Consulting LLC	4,550.00
17091	02/14/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	1,568.46
17092	02/14/2023	X	PLATINUM	Jaymie Huffman	3,675.00
17093	02/14/2023	X	UNITEDHEA	United Healthcare Insurance Company	135,650.98
21620231	02/16/2023	X	COMMERCE	COMMERCE BANK	21,719.03
5585	02/22/2023	X	COASTALCL	Coastal Cloud Holdings LLC	97.50
5586	02/22/2023	X	FIDELITY	Fidelity Investments Institutional Operations Co., Inc.	3,770.11
5587	02/22/2023	X	FIRSTSTUDE	First Student, Inc.	16,468.48
5588	02/22/2023	X	MORGHUNT	Morgan Hunter Education, LLC	1,565.70
5589	02/22/2023	X	PERFFOODGR	Performance Food Group Inc	5,715.72
5590	02/22/2023	X	POLSINELLI	Polsinelli PC	299.00
5591	02/22/2023	X	TAYPSYCH	Cynthia Taylor	6,487.50
22220231	02/22/2023	X	COMMERCE	COMMERCE BANK	23,518.66
17266	02/22/2023	X	ADVTECH	Advantage Tech, Inc.	3,076.13
17267	02/22/2023	X	COMMERCE	COMMERCE BANK	21,719.03
17268	02/22/2023	X	KOPALDSE	Seth Kopald	240.00
17269	02/22/2023	X	RECFIVLLC	Real Estate Charitable Foundation	73,349.00
17270	02/22/2023	X	YEAGERDAN	Danielle Yeager	2,880.00
17271	02/22/2023	X	CUSHMAN	Cushman & Wakefield U.S., Inc	312,210.44
5592	02/24/2023		COMPUTLOG	Computer Logic Group, Inc.	300.00
5593	02/24/2023		FIRSTSTUDE	First Student, Inc.	99,807.75
5594	02/24/2023		JACKSONLEW	Jackson Lewis P.C.	6,181.50
5595	02/24/2023	X	LOGANUNIV	Logan University, Inc	250.00
5596	02/24/2023		TALKSPACE	Talkspace Network LLC	3,750.00
17272	02/24/2023	X	ADVTECH	Advantage Tech, Inc.	1,209.00
17273	02/24/2023	X	COMMERCE	COMMERCE BANK	23,518.66
17274	02/24/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	16,312.05
17275	02/24/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	3,298.50
30320231	03/03/2023	X	COMMERCE	COMMERCE BANK	17,422.48
30320232	03/03/2023	X	CONCURTEC	Concur Technologies, Inc.	6,128.42
Grand Total:			Void Total:		0.00
			Total without Voids:		1,141,727.06

Check Register by Vendor

Payee Type:	Vendor	Check Type: Check				Checking Account ID: 1	
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
17081	02/07/2023	X			ADVTECH	Advantage Tech, Inc.	2,125.50
17266	02/22/2023	X			ADVTECH	Advantage Tech, Inc.	3,076.13
17272	02/24/2023	X			ADVTECH	Advantage Tech, Inc.	1,209.00
5537	02/07/2023				UTTERANDRE	Andrew Utter	480.00
5468	02/07/2023	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5469	02/07/2023	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5539	02/13/2023	X			BELOITCOL	Board of Trustees of Beloit College	4,484.50
5540	02/13/2023	X			BELOITCOL	Board of Trustees of Beloit College	1,893.50
5573	02/14/2023	X			CASTATED	California State Disbursement Unit	392.00
80	02/07/2023				BANKSCHAR	Charles Banks	275.00
5536	02/07/2023	X			TSCHANGCHI	CHI-YOUNG TSCHANG	5,000.00
5541	02/13/2023				CLARKATL	Clark Atlanta University	3,500.00
5585	02/22/2023	X			COASTALCL	Coastal Cloud Holdings LLC	97.50
5542	02/13/2023				COECOL	Coe College	2,944.50
5526	02/07/2023	X			THECOLLEGE	College Entrance Examination Board	1,648.00
17082	02/07/2023	X			COMMERCE	COMMERCE BANK	18,966.23
20920231	02/09/2023	X			COMMERCE	COMMERCE BANK	19,855.22
17088	02/14/2023	X			COMMERCE	COMMERCE BANK	19,855.22
21620231	02/16/2023	X			COMMERCE	COMMERCE BANK	21,719.03
22220231	02/22/2023	X			COMMERCE	COMMERCE BANK	23,518.66
17267	02/22/2023	X			COMMERCE	COMMERCE BANK	21,719.03
17273	02/24/2023	X			COMMERCE	COMMERCE BANK	23,518.66
30320231	03/03/2023	X			COMMERCE	COMMERCE BANK	17,422.48
5592	02/24/2023				COMPUTLOG	Computer Logic Group, Inc.	300.00
30320232	03/03/2023	X			CONCURTEC	Concur Technologies, Inc.	6,128.42
5470	02/07/2023	X			CORNIOWA	Cornell College (Iowa)	250.00
5543	02/13/2023				CORNIOWA	Cornell College (Iowa)	5,500.00
17089	02/14/2023	X			TRAVTRANS	Corporate Travel Management North America, Inc	396.00
78	02/07/2023				BOYKINCOU	Courtney Boykin	275.00
5527	02/07/2023	X			CRISISPREV	Crisis Prevention Institute, Inc	8,498.00
5471	02/07/2023	X			CURALINC	CuraLinc LLC	1,091.73
5472	02/07/2023	X			MOSCITECHU	Curators of the University of Missouri	250.00
5544	02/13/2023				MOSCITECHU	Curators of the University of Missouri	3,500.00
5473	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5474	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5475	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5476	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5477	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5478	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5479	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5480	02/07/2023	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5545	02/13/2023				UNIVMO	Curators of the University of Missouri (UM)	2,040.00
5546	02/13/2023				UNIVMO	Curators of the University of Missouri (UM)	2,621.00
17271	02/22/2023	X			CUSHMAN	Cushman & Wakefield U.S., Inc	312,210.44
5584	02/14/2023	X			TAYPSYCH	Cynthia Taylor	1,650.00
5591	02/22/2023	X			TAYPSYCH	Cynthia Taylor	6,487.50
17090	02/14/2023	X			COLEMANDA	Dana Coleman Consulting LLC	4,550.00
17270	02/22/2023	X			YEAGERDAN	Danielle Yeager	2,880.00
5481	02/07/2023				DILLUNIV	Dillard University	250.00
5547	02/13/2023				DILLUNIV	Dillard University	3,938.00
5548	02/13/2023				DILLUNIV	Dillard University	3,500.00
17083	02/07/2023	X			EDOPS	Education Business Solutions Inc	16,933.25
5482	02/07/2023				EMORYUNIV	Emory University	250.00
5549	02/13/2023				EMORYUNIV	Emory University	500.00
5586	02/22/2023	X			FIDELITY	Fidelity Investments Institutional Operations Co., Inc.	3,770.11
17084	02/07/2023	X			FIDWORKPL	Fidelity Workplace Investing LLC	19,939.08
17085	02/07/2023	X			FIDWORKPL	Fidelity Workplace Investing LLC	3,661.00

17091	02/14/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	1,568.46
17274	02/24/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	16,312.05
17275	02/24/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	3,298.50
5587	02/22/2023	X	FIRSTSTUDE	First Student, Inc.	16,468.48
5593	02/24/2023		FIRSTSTUDE	First Student, Inc.	99,807.75
5576	02/14/2023	X	MYERGAMA	Gamache & Myers PC	334.62
79	02/07/2023		LITZSEYGWE	Gwendolyn Litzsey	275.00
5483	02/07/2023	X	HARRISSTOW	Harris-Stowe State University	250.00
5484	02/07/2023	X	HARRISSTOW	Harris-Stowe State University	250.00
5485	02/07/2023	X	HOBWILLIAM	Hobart and William Smith Colleges	250.00
5550	02/13/2023	X	HOBWILLIAM	Hobart and William Smith Colleges	5,139.50
5529	02/07/2023		DANISIAAH	Isaiah Daniels	500.00
5594	02/24/2023		JACKSONLEW	Jackson Lewis P.C.	6,181.50
5551	02/13/2023		JACKSONSU	Jackson State University	3,000.00
17092	02/14/2023	X	PLATINUM	Jaymie Huffman	3,675.00
5580	02/14/2023	X	LAXTONJOH	Johanna Laxton	260.00
5583	02/14/2023	X	SCHMIDTJOS	Joseph Schmidt	50.00
5488	02/07/2023	X	KCARTINST	Kansas City Art Institute	250.00
5489	02/07/2023	X	KCARTINST	Kansas City Art Institute	250.00
5490	02/07/2023	X	KCARTINST	Kansas City Art Institute	250.00
5553	02/13/2023		KCARTINST	Kansas City Art Institute	2,089.50
5554	02/13/2023		KCARTINST	Kansas City Art Institute	3,500.00
5530	02/07/2023	X	KCPREMTRAN	KC Premier Services LLC	971.18
5538	02/07/2023	X	LONGKENYA	Kenya Williams-Long	1,500.00
5575	02/14/2023	X	CRITESKRI	Kristin Crites	160.00
5525	02/07/2023		LATRINAGU	Latrina Brantlev	2,500.00
5595	02/24/2023	X	LOGANUNIV	Logan University, Inc	250.00
5491	02/07/2023	X	LYCOMINGC	Lycoming College	250.00
5555	02/13/2023	X	LYCOMINGC	Lycoming College	5,849.00
5492	02/07/2023	X	MACALESTER	Macalester College	250.00
5493	02/07/2023	X	MACALESTER	Macalester College	250.00
5556	02/13/2023	X	MACALESTER	Macalester College	2,358.00
5557	02/13/2023	X	MACALESTER	Macalester College	2,377.00
5558	02/13/2023	X	MACALESTER	Macalester College	3,750.00
5574	02/14/2023	X	CONWAYMAC	Mackenzie Conway	40.00
5528	02/07/2023	X	CURTISMICH	Michael Curtis	2,090.00
5532	02/07/2023	X	MORGHUNT	Morgan Hunter Education, LLC	1,337.40
5581	02/14/2023	X	MORGHUNT	Morgan Hunter Education, LLC	1,361.10
5588	02/22/2023	X	MORGHUNT	Morgan Hunter Education, LLC	1,565.70
5494	02/07/2023	X	NWMOSTUNIV	Northwest Missouri State University	250.00
5559	02/13/2023	X	NWMOSTUNIV	Northwest Missouri State University	2,464.00
5495	02/07/2023	X	OCCCOLLEGE	Occidental College	250.00
5496	02/07/2023	X	PARKUNIV	Park University	250.00
5533	02/07/2023	X	PERFFOODGR	Performance Food Group Inc	4,534.28
5589	02/22/2023	X	PERFFOODGR	Performance Food Group Inc	5,715.72
5534	02/07/2023	X	PLEAHILLSD	Pleasant Hill R-III School District	250.00
5590	02/22/2023	X	POLSINELLI	Polsinelli PC	299.00
5497	02/07/2023	X	HARVARDUNI	President and Fellows of Harvard College	250.00
17269	02/22/2023	X	RECFIVLLC	Real Estate Charitable Foundation	73,349.00
5498	02/07/2023	X	RHODESCOL	Rhodes College	250.00
5499	02/07/2023	X	RHODESCOL	Rhodes College	250.00
5500	02/07/2023	X	RHODESCOL	Rhodes College	250.00
5560	02/13/2023	X	RHODESCOL	Rhodes College	3,500.00
5582	02/14/2023	X	FINKTRUSTE	Richard V. Fink	320.00
5501	02/07/2023	X	ROCKHURSTU	Rockhurst University	250.00
5502	02/07/2023	X	ROCKHURSTU	Rockhurst University	250.00
5503	02/07/2023	X	ROCKHURSTU	Rockhurst University	250.00
5504	02/07/2023	X	ROCKHURSTU	Rockhurst University	250.00
5505	02/07/2023	X	ROCKHURSTU	Rockhurst University	250.00
5561	02/13/2023	X	ROCKHURSTU	Rockhurst University	3,937.50
5562	02/13/2023	X	ROCKHURSTU	Rockhurst University	1,873.50

5563	02/13/2023		ROCKHURSTU	Rockhurst University	3,200.00
5535	02/07/2023	X	SAGEVIEW	SageView Advisory Group LLC	2,772.00
5578	02/14/2023	X	JOHNSONSCO	Scott Johnson	50.00
17268	02/22/2023	X	KOPALDSE	Seth Kopald	240.00
17086	02/07/2023	X	SIPVINE	sipVine, Inc.	598.50
5506	02/07/2023		STOLAFCOLL	St Olaf College	250.00
5507	02/07/2023		STOLAFCOLL	St Olaf College	250.00
5564	02/13/2023		STOLAFCOLL	St Olaf College	1,682.50
5565	02/13/2023	X	UNIVKS	State of Kansas	3,500.00
5508	02/07/2023	X	SWARTHMORE	Swarthmore College	250.00
5509	02/07/2023	X	SYRACUSEU	Syracuse University	250.00
5566	02/13/2023	X	SYRACUSEU	Syracuse University	4,500.00
5596	02/24/2023		TALKSPACE	Talkspace Network LLC	3,750.00
5567	02/13/2023	X	TXSOUTHU	Texas Southern University	3,500.00
5577	02/14/2023		GUARDIAN	The Guardian Life Insurance Co	11,248.42
5486	02/07/2023	X	METROCKCK	The Junior College District of Metropolitan Kansas City	250.00
5487	02/07/2023		METROCKCK	The Junior College District of Metropolitan Kansas City	250.00
5552	02/13/2023	X	METROCKCK	The Junior College District of Metropolitan Kansas City	1,386.53
5531	02/07/2023	X	LABORPROS	The Labor Pros, LLC	46,619.93
5579	02/14/2023		LABORPROS	The Labor Pros, LLC	9,245.77
5522	02/07/2023	X	VANDERUNIV	The Vanderbilt University	250.00
5572	02/13/2023		VANDERUNIV	The Vanderbilt University	2,250.00
5510	02/07/2023	X	HAMILTON	Trustees of Hamilton College	250.00
17093	02/14/2023	X	UNITEDHEA	United Healthcare Insurance Company	135,650.98
5511	02/07/2023	X	UNICENTMO	University of Central Missouri	250.00
5512	02/07/2023	X	UNICENTMO	University of Central Missouri	250.00
5513	02/07/2023	X	UNICENTMO	University of Central Missouri	250.00
5568	02/13/2023		UNICENTMO	University of Central Missouri	1,942.00
5569	02/13/2023		UNICENTMO	University of Central Missouri	1,826.50
5570	02/13/2023		UNICENTMO	University of Central Missouri	1,831.50
5514	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5515	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5516	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5517	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5518	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5519	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5520	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5521	02/07/2023	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5571	02/13/2023		UZAZIVILLA	Uzazi Village	250.00
5523	02/07/2023	X	WELLESOLL	Wellesley College	250.00
5524	02/07/2023		RICEUNIVER	William Marsh Rice University	250.00
17087	02/07/2023	X	YELLOWDOG	Yellow Dog Networks, Inc.	2,800.00
Grand Total:			Void Total:		0.00
			Total without Voids:		1,141,727.06

Check Register by Date

Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
5598	03/07/2023	X			BIGPICTURE	The Big Picture Company, Inc.	2,625.00
5599	03/07/2023	X			SPEECHLANG	Matthew Braun	2,012.50
5600	03/07/2023	X			CASTATED	California State Disbursement Unit	392.00
5601	03/07/2023	X			CERTIFIED	Certified Languages International LLC	129.05
5602	03/07/2023	X			CIRCUITJC	Circuit Court of Jackson County	2,345.14
5603	03/07/2023	X			CURALINC	CuraLinc LLC	1,091.73
5604	03/07/2023	X			DAVISKATHY	Kathy Davis	100.00
5605	03/07/2023	X			FIRSTSTUDE	First Student, Inc.	92,609.12
5606	03/07/2023	X			MYERGAMA	Gamache & Myers PC	334.62
5607	03/07/2023	X			HUSCHBLA	Husch Blackwell LLP	12,185.00
5608	03/07/2023	X			LAXTONJOH	Johanna Laxton	180.00
5609	03/07/2023	X			MORGHUNT	Morgan Hunter Education, LLC	1,905.98
5610	03/07/2023	X			PERFFOODGR	Performance Food Group Inc	6,194.79
5611	03/07/2023	X			FINKTRUSTE	Richard V. Fink	320.00
5612	03/07/2023	X			POWERSCHOO	Severin Intermediate Holdings, LLC	26,448.76
5613	03/07/2023	X			TSCHANGCHI	CHI-YOUNG TSCHANG	3,625.00
5614	03/07/2023	X			WHCKCTLLC	WHC KCT, LLC (ZTRIP)	18,210.15
5615	03/07/2023	X			WHITTIER	Whittier College	3,500.00
17438	03/07/2023	X			ADVTECH	Advantage Tech, Inc.	897.00
17439	03/07/2023	X			COMMERCE	COMMERCE BANK	17,422.48
17440	03/07/2023	X			EDOPS	Education Business Solutions Inc	16,933.25
17441	03/07/2023	X			FIDWORKPL	Fidelity Workplace Investing LLC	16,767.35
17442	03/07/2023	X			FIDWORKPL	Fidelity Workplace Investing LLC	3,348.50
17443	03/07/2023	X			PLATINUM	Jaymie Huffman	1,987.50
17444	03/07/2023	X			JONESJERR	Jerrad Jones	1,181.25
17445	03/07/2023	X			KOPALDSE	Seth Kopald	120.00
17446	03/07/2023	X			SCRIPPSCO	Scripps Media, Inc.	8,600.00
17447	03/07/2023	X			YEAGERDAN	Danielle Yeager	1,980.00
17448	03/07/2023	X			YELLOWDOG	Yellow Dog Networks, Inc.	8,012.00
17449	03/07/2023	X			AMERFOOD	American Food and Vending Corp.	76,501.20
31020231	03/10/2023	X			COMMERCE	COMMERCE BANK	34,723.63
5616	03/14/2023	X			FBKCARENA	FBKC Sports Tenant LLC	450.00
5617	03/14/2023	X			GUARDIAN	The Guardian Life Insurance Co	10,642.76
5618	03/14/2023	X			LAXTONJOH	Johanna Laxton	250.00
5619	03/14/2023	X			MORGHUNT	Morgan Hunter Education, LLC	1,104.83
5620	03/14/2023	X			PERFFOODGR	Performance Food Group Inc	5,643.55
5621	03/14/2023	X			TAYLORBREA	Breannia Taylor	290.00
17599	03/14/2023	X			ADVTECH	Advantage Tech, Inc.	2,398.50
17600	03/14/2023	X			COMMERCE	COMMERCE BANK	34,723.63
17601	03/14/2023	X			COLEMANDA	Dana Coleman Consulting LLC	2,668.75
17602	03/14/2023	X			SIPVINE	sipVine, Inc.	598.50
17603	03/14/2023	X			UNITEDHEA	United Healthcare Insurance Company	128,075.28
17604	03/14/2023	X			AMERFOOD	American Food and Vending Corp.	18,495.80
17605	03/14/2023	X			CUSHMAN	Cushman & Wakefield U.S., Inc	164,786.42
31620231	03/16/2023	X			COMMERCE	COMMERCE BANK	2,631.98
5622	03/20/2023	X			CARPENTERJ	Jamie Carpenter	2,158.00
5623	03/20/2023	X			CERTIFIED	Certified Languages International LLC	58.00
5624	03/20/2023	X			LINKEDINC	LinkedIn Corporation	2,725.00
5625	03/20/2023	X			MORGHUNT	Morgan Hunter Education, LLC	3,107.70
5626	03/20/2023	X			PERFFOODGR	Performance Food Group Inc	11,691.15
5627	03/20/2023	X			POWERSCHOO	Severin Intermediate Holdings, LLC	17,334.43
5628	03/20/2023	X			SEYFERTH	Seyferth Blumenthal & Harris, LLC	29,262.50
5629	03/20/2023	X			SORINEX	Sorinex Exercise Equipment, Inc.	5,950.00
5630	03/20/2023	X			TALKSPACE	Talkspace Network LLC	3,750.00

5631	03/20/2023	X	WHCKCTLLC	WHC KCT, LLC (ZTRIP)	16,097.55
17757	03/20/2023	X	ADVTECH	Advantage Tech, Inc.	1,618.50
17758	03/20/2023	X	COMMERCE	COMMERCE BANK	2,631.98
17759	03/20/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	16,423.18
17760	03/20/2023	X	FIDWORKPL	Fidelity Workplace Investing LLC	3,298.50
17761	03/20/2023	X	SCRIPSCO	Scripps Media, Inc.	4,000.00
17762	03/20/2023	X	AMERFOOD	American Food and Vending Corp.	20,012.70
32720231	03/27/2023	X	COMMERCE	COMMERCE BANK	28,415.18
5632	03/29/2023		FULFILLMNT	Fulfillment Plus	10,929.35
5633	03/29/2023	X	HUSCHBLA	Husch Blackwell LLP	390.00
5634	03/29/2023		MORGHUNT	Morgan Hunter Education, LLC	818.40
5635	03/29/2023		NOREDINK	NoRedInk Corporation	5,700.00
17910	03/29/2023	X	ADVTECH	Advantage Tech, Inc.	1,779.38
17911	03/29/2023	X	COMMERCE	COMMERCE BANK	28,415.18
17912	03/29/2023	X	COLEMANDA	Dana Coleman Consulting LLC	1,968.75
17913	03/29/2023	X	JONESJERR	Jerrad Jones	562.50
17914	03/29/2023	X	KOPALDSE	Seth Kopald	125.00
17915	03/29/2023	X	YELLOWDOG	Yellow Dog Networks, Inc.	860.00
33120231	03/31/2023	X	COMMERCE	COMMERCE BANK	29,016.74
5636	04/04/2023		BARRAZASE	Sebastian Barraza	90.00
5637	04/04/2023		CASTATED	California State Disbursement Unit	392.00
5638	04/04/2023		DOCUSIGN	DocuSign Inc	6,533.09
5639	04/04/2023		FIRSTSTUDE	First Student, Inc.	63,234.64
5640	04/04/2023		MYERGAMA	Gamache & Myers PC	189.14
5641	04/04/2023		GUTIERREZC	Cristina Gutierrez de Velasco	300.00
5642	04/04/2023		HUSCHBLA	Husch Blackwell LLP	93,602.00
5643	04/04/2023		BERSERKAT	James Hutson	2,930.00
5644	04/04/2023		MORGHUNT	Morgan Hunter Education, LLC	324.11
5645	04/04/2023		FINKTRUSTE	Richard V. Fink	320.00
5646	04/04/2023		SPANLANG	Spanish Language Resources, Inc.	750.00
17916	04/04/2023		COMMERCE	COMMERCE BANK	29,016.74
17917	04/04/2023		FIDWORKPL	Fidelity Workplace Investing LLC	16,745.51
17918	04/04/2023		FIDWORKPL	Fidelity Workplace Investing LLC	3,398.50
17919	04/04/2023		UNITEDHEA	United Healthcare Insurance Company	2.40
17920	04/04/2023		AMERFOOD	American Food and Vending Corp.	17,600.90
Grand Total:			Void Total:		0.00
			Total without Voids:		1,219,971.70

Check Register by Vendor

Payee Type:	Vendor	Check Type: Check			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
17438	03/07/2023	X			ADVTECH	Advantage Tech, Inc.	897.00
17599	03/14/2023	X			ADVTECH	Advantage Tech, Inc.	2,398.50
17757	03/20/2023	X			ADVTECH	Advantage Tech, Inc.	1,618.50
17910	03/29/2023	X			ADVTECH	Advantage Tech, Inc.	1,779.38
17449	03/07/2023	X			AMERFOOD	American Food and Vending Corp.	76,501.20
17604	03/14/2023	X			AMERFOOD	American Food and Vending Corp.	18,495.80
17762	03/20/2023	X			AMERFOOD	American Food and Vending Corp.	20,012.70
17920	04/04/2023				AMERFOOD	American Food and Vending Corp.	17,600.90
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33120231	03/31/2023	X			COMMERCE	COMMERCE BANK	29,016.74
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17442	03/07/2023	X			FIDWORKPL	Fidelity Workplace Investing LLC	3,348.50
17759	03/20/2023	X			FIDWORKPL	Fidelity Workplace Investing LLC	16,423.18
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5625	03/20/2023	X	MORGHUNT	Morgan Hunter Education, LLC	3,107.70
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5644	04/04/2023		MORGHUNT	Morgan Hunter Education, LLC	324.11
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17602	03/14/2023	X	SIPVINE	sipVine, Inc.	598.50
5629	03/20/2023	X	SORINEX	Sorinex Exercise Equipment, Inc.	5,950.00
5646	04/04/2023		SPANLANG	Spanish Language Resources, Inc.	750.00
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5617	03/14/2023	X	GUARDIAN	The Guardian Life Insurance Co	10,642.76
17603	03/14/2023	X	UNITEDHEA	United Healthcare Insurance Company	128,075.28
17919	04/04/2023		UNITEDHEA	United Healthcare Insurance Company	2.40
5614	03/07/2023	X	WHCKCTLLC	WHC KCT, LLC (ZTRIP)	18,210.15
5631	03/20/2023	X	WHCKCTLLC	WHC KCT, LLC (ZTRIP)	16,097.55
5615	03/07/2023	X	WHITTIER	Whittier College	3,500.00
17448	03/07/2023	X	YELLOWDOG	Yellow Dog Networks, Inc.	8,012.00
17915	03/29/2023	X	YELLOWDOG	Yellow Dog Networks, Inc.	860.00
Grand Total:			Void Total:		0.00
			Total without Voids:		1,219,971.70



Kauffman School Budget Detail

EMKS Board Presentation
May 10, 2023

EWING MARION
KAUFFMAN SCHOOL

www.kauffmanschool.org

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2023-2024 Annual Budget Background

EMKS will continue important work in the 2023-24 school year:

- Continuing to close learning gaps and drive learning growth for 5th-12th grade students.
- Executing on strategic priorities related to instruction, SEL, student culture, adult culture and long-term organizational sustainability
- Supporting our graduating seniors and alumni through College Access and Success initiatives that drive college admission and persistence.

The school will also contend with ongoing challenges:

- Talent recruitment, particularly teacher hiring, given the national teacher shortage
- Student enrollment
- Projected decreases in future revenue
- Continued need to increase salaries to remain competitive both locally and nationally

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2023-2024 Annual Budget Detail

	2022-23 Budget	2022-23 Forecast	2023-24 Budget
Revenue			
Local Revenue	1,228,240	1,626,340	1,765,702
State Revenue	9,398,143	13,128,593	12,075,152
Federal Revenue	3,458,563	3,182,089	3,220,360
Private Grants and Donations	4,793,396	3,440,794	5,793,000
Earned Fees	594,081	216,388	-
Revenue Total	19,472,424	21,594,204	22,854,215
Expenses			
Salaries	8,443,520	9,175,942	9,569,046
Benefits and Taxes	3,039,995	3,274,968	3,146,860
Staff-Related Costs	195,000	287,751	245,000
Rent	293,396	293,396	300,000
Occupancy Service	2,282,800	2,568,875	2,484,700
Student Expense, Direct	1,695,960	1,785,939	1,739,330
Student Expense, Indirect	839,310	646,500	547,379
Office & Business Expense	1,297,309	2,176,440	1,922,217
Transportation	1,485,135	1,331,541	1,370,210
Expenses Total	19,572,425	21,541,351	21,324,743
NET ORDINARY INCOME	(100,001)	52,853	1,529,472
TOTAL EXPENSES	19,851,425	21,541,351	21,324,743
NET INCOME	(379,001)	52,853	1,529,472
Cash Flow Adjustments			
Operating Fixed Assets		247,006	-
Buildings		(167,973)	-
Other Operating Activities		390,027	-
Cash Flow Adjustments Total	663,901	469,060	-
CHANGE IN CASH	284,900	521,913	1,529,472
Starting Cash Balance	13,801,775	13,801,775	14,323,688
Change In Cash	284,900	521,913	1,529,472
ENDING CASH BALANCE	14,086,675	14,323,688	15,853,160

- The FY 23/24 budget is a projection; subject to change.

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2023-2024 Annual Budget

Key Assumptions

Revenue:

- **Basic Formula Funding \$ Per WADA: \$11,000;** this rate is consistent with several local charters' assumptions and reflects the increase in funding due to 2022 legislation and the hold harmless provision
- **Federal Sources:** the School will continue the NSLP meal program, Medicaid, Title I/II/IV programs and will receive ESSER emergency relief funds in FY 23/24
 - **ESSER-III: \$1.8M;** the School plans to expend the remaining allocation of ESSER-III in FY 23/24
 - In FY 22/23, EMKS expended 50% (\$1.8M) of its ESSER-III allocation
- **Private Sources: \$5.5M in EMKF Operating grants;** the School has requested a \$1.5M deferral of the FY 22/23 EMKF operating grant to FY 23/24 and has requested a \$4M EMKF operating grant for 23/24

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2023-2024 Annual Budget

Key Assumptions

Expenses:

- **Staff FTE Count: 153.2;** includes instructional and non-instructional staff and leaders
- **Benefits as % of Salaries: 33%;** incorporates projected 10% rise in health premiums in 2024.
- **Bonus and Supplemental Pay Pool: \$494k;** reflects standard budget for supplemental pay in addition to recruitment/retention bonuses for instructional and non-instructional staff.
- **Transportation: \$1.37M;** assumes factors comparable to FY 22/23
- **Alumni Scholarships: \$250k;** spending prioritizes supporting the post-secondary education for students identified as most-in-need (spending is allocated to the operating grant and not to public funding sources).

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2023-2024 Annual Budget

Metrics & Ratios

		2022-23 Budget	2022-23 Forecast	2023-24 Budget
Average Enrollment				
	Middle School	619	551	602
	High School	413	384	401
	Total Enrollment	1032	935	1003
Average Staffing				
	Teachers	85	70	80
	Admin & Operations	41	54	59.2
	SPED & Social Work	15	12	14
	Total Staffing	141	136	153.2
Student to Teacher Ratio		12.1	13.4	12.5
Cash Expense per student (excl. lease)		\$ 18,584	\$ 22,725	\$ 20,961

Total revenues are projected to rise per student in FY 23/24 as compared to the budget for FY 22/23; revenue increases are primarily driven by 2022 funding legislation
 Total spend per student will decrease from the FY 22/23 forecast and increase from the FY 23/24 budget; the increase from the FY22/23 budget is driving by increased salary expense

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2023-2024 Annual Budget

Variable Factors

Revenue:

- **Enrollment:** the School has a focused enrollment strategy but these efforts are no guarantee of actual Fall counts.
- **Average Daily Attendance:** the budget assumes necessary application of the hold harmless provision, but if ADA improves significantly from 22-23 to 23-24 such that the hold harmless provision is unnecessary, we would see a positive impact on revenue

Expenses:

- **Staff Salaries:** the School must compete for a limited pool of talent which may drive increases in salary spend
- **Staffing:** the School's staffing model is built on assumptions of instructional and administrative needs but is subject to available candidates and enrollment trends. Changes in recruitment, attrition, or enrollment can increase or decrease spend for this category._
- **Transportation:** initial planning reflects the ability to continue bus sharing with other charter schools; costs are subject to increase if we are able to fully staff our ideal number of buses / daily routes and subject to increase if driver shortages result in us combining routes

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

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