

EXHIBIT A

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

May 14, 2025

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 on May 15, 2025, via Zoom such that all could hear and be heard and see and be seen, pursuant to public notice provided at least 24 hours in advance.

The following directors were present in person: Jerry Williams, chair; Kate Ditta, Treasurer; Vickie Harris; Brett Hembree; and Juan Rangel. Kelly Barnes participated via Zoom such that all could hear and be heard and see and be seen.

Also participating in person from the School were Katie Pasniewski, Interim President/CEO; John Tyler, Secretary and General Counsel; Mat Overbaugh, Director of Finance; and Josh Parrish, Manager of Information Technology.

Denitria Neil from the North County Innovative School participated via Zoom such that all could hear and be heard and see and be seen.

Mr. Williams chaired the meeting, and Mr. Tyler served as secretary. Mr. Williams called the meeting to order at 8:07 am, welcomed those in attendance, and previewed the agenda.

After discussion and upon motion duly made (Rangel) and seconded (Hembree), the board unanimously approved the minutes from the board's meetings of March 12 and April 28, 2025.

Leadership Report

Ms. Pasniewski reported on various recent activities and honors, including a teacher appreciation lunch hosted by the Kauffman Foundation, special teacher recognition, the School being honored by Special Olympics, and student athlete honors and recognition, hosting the 2nd annual community violence prevention event in honor of Kourtney Freeman (a 6th grader lost to gun violence in April, 2024), and the beginning of a high school cooking club and curriculum with Culinary Collective with plans to provide a certification and market value asset next year.

Discussion followed about "market value assets," engagement by the School and SchoolSmart, and connections with the "Real World Learning" program begun by the Kauffman Foundation and across 38 school districts.

Ms. Pasniewski reported an expectation that 88% of teachers will return next school year along with 95% of administrators, with one of the administrators retiring. Last year's teacher retention was 87%, and administrator retention was slightly higher, thus returning to pre-pandemic retention levels. Ms. Pasniewski described the efforts, work, and practices implemented to attract and retain staff in this environment.

Graduation is Friday, May 23rd at 7:30 pm at the Kauffman Center for the Performing Arts. Committee and Board meetings in June will be on the 9th and 11th.

Technology Report

Ms. Pasniewski introduced Mr. Parrish, who started with the School in November. He summarized his background. He reported that his focus is on shifting the School from being reactive to being proactive with anticipating and prevent threats, closing gaps in threats and best practices, and also getting ahead of systems, upgrades, and equipment. He highlighted work on cybersecurity, including implementation of NIST best practices, MFA, training and awareness using KnowBe4, monitoring by Yellow Dog, completion of a Google security audit with remediation during the summer, and beginning quarterly security audits. Discussion occurred throughout.

Mr. Parrish continued with commentary on improvements in culture, relationships, and trust among technology and other staff; improved communications and support structures; developing and documenting procedures and systems; and use of the professional development building for testing. Discussion occurred throughout, including about examples in culture enhancements.

Mr. Parrish reported on equipment, process, and system upgrades. Discussion occurred throughout, including about eRate funding that is about to expire but has been allocated and will be used and moves towards single sign-on for the most frequently used platforms.

Mr. Parrish reported on the team's staffing, skills, development, and needs. Discussion occurred throughout.

Ms. Pasniewski reported on a data breach at PowerSchool in December, including describing the School's use of that platform, no fault or responsibility by the School, advice from the insurance provider and outside counsel not to undertake responsibility for notices which PowerSchool has done along with providing credit monitoring, the nature of the breach and PowerSchool's response, and the threat actor's activities and behaviors including within the last week. Discussion occurred throughout.

Discussion followed, including approach to training and retraining of staff, and appreciation for Mr. Parrish's presence and work.

Enrollment Report

Ms. Pasniewski discussed the enrollment trends study of Jackson County and KCPS area schools conducted by RSP & Associates, a consultant with expertise in advising districts in when and where to open and/or close schools. Ms. Pasniewski summarized their findings, including indicators of student growth and loss, KCPS and charter enrollment respectively from 2014-2015 through the present and project through 2028-2029, and a heat map of density of KCPS/charter enrollments pre-k through grade 12 in Jackson County.

Ms. Pasniewski reported data on WADA and enrollment from 2021-2022 through 2025-2026, including that backfilling in 6th through 8th grades is robust while new enrollments in 5th grade remain well below pre-pandemic levels even though enrollment for next year will be the largest 5th grade class since the pandemic. She summarized student retention data for 2024-2025 to 2025-2026 (i.e., 92% for the middle school and 95% for the high school) and that most students not re-enrolling move outside of the district boundaries rather than choosing another school over Kauffman. She also reported on bills pending in the Missouri Legislature about open enrollment that would allow for enrollment to cross district borders, including potential effects if any given bill excludes charters.

Discussion occurred throughout, including the effects of (and misconceptions about) the recently approved bonds, public relations and marketing efforts and materials from the School, why 5th grade is the starting point for the School's enrollment, importance of "word-of-mouth" marketing especially for ESL and special needs, and open enrollment.

2025-2026 Budget

Mr. Overbaugh provided context for setting the budget, including strategic priorities, managing costs, ongoing challenges, comparisons with the current year forecast and next year's proposed budget with an explanation for differences, and effects of starting Blue Knights Transportation LLC and completing construction of parking lot and track and soccer field. He highlighted key revenue assumptions, changes from the current year to next year, and projecting increased enrollment with low attrition and higher WADA. He highlighted key expense assumptions, including hiring, merit and inflation increases, student expenses, office and business expenses, and transportation.

He then presented risks and opportunities that contributed to preparing the budget and adding comparisons with projected budgets for the next four school years.

Discussion occurred throughout, including comparisons of compensation with KCPS, favorable benefits and intangibles that support attracting and retaining teachers

and staff, increased contract with First Student for transportation would have been about \$300,000, and the Finance Committee discussions.

After discussion and with the recommendation from the Finance Committee, the board unanimously approved the 2025-2026 budget attached as **Exhibit A**.

Consent Agenda

After discussion and with the recommendations from the Governance and Finance Committees, the board unanimously approved the Consent Agenda attached as **Exhibit B**.

Ms. Neil left the meeting.

Community Forum

There was no one from the community present, so there was no community forum.

There was no need for a closed portion of the meeting.

The meeting adjourned at 10:06 am.

John Tyler, Secretary

Exhibit A
2025-2026 Budget

See Attached.

Exhibit B

CONSENT AGENDA FOR THE MAY 14th, 2025 MEETING OF THE BOARD OF DIRECTORS OF THE EWING MARION KAUFFMAN SCHOOL

- #1: Approve minutes of the March 12th, 2025 meeting**
- #2: Approve minutes of the April 28th, 2025 meeting**
- #3: Approve May 2025 Treasurer's Report, including February 2025
and March 2025 check registers**
- #4: Approve bank resolution to update authorized agents**
- #5: Approve bank resolution to open bank account**
- #6: Approve updated Paid FMLA policy**
- #7: Approve updated Work Hours and Adjusted Schedules policy**
- #8: Approve updated Inclement Weather Staff Expectations policy**

#1: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of March 12, 2025, are approved, as outlined in Exhibit A.

#2: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of April 28, 2025, are approved, as outlined in Exhibit B.

#3: May 2025 Treasurer's Report, including February 2025 and March 2025 Check Registers

WHEREAS, the Finance Committee reviewed and recommended for approval by the Board the May 2025 Treasurer's Report, including the February 2025 and March 2025 check registers,

RESOLVED, the Board of Directors approves the May 2025 Treasurer's Report, including the February 2025 and March 2025 check registers, attached as exhibits C, D, E, F and G.

#4: Bank Resolution to update authorized agents on the Kauffman School's operating bank account at Commerce Bank

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "School") previously approved that a deposit account ("Account") be opened and maintained with Commerce Bank ("Bank") in the name of Ewing Marion Kauffman

School Inc ("Depositor), subject to the terms of Bank's Deposit Agreement and other agreements and disclosures related to the Account, as amended from time to time.

WHEREAS, the Board's Finance Committee has reviewed the proposed changes to the Authorized Agents on the account including 1) the addition of Kate Ditta, Board Treasurer, and 2) the removal of Kristin Bechard, former Board Treasurer.

WHEREAS, based on its assessment, the Finance Committee recommends the Board approve the changes to the Authorized Agents; and

WHEREAS, the Board of Directors desires to make the changes to the Authorized Agents.

WHEREAS, the changes to the Authorized Agents would result in the following individuals being named as Authorized Agents on the Account: Mat Overbaugh, Director of Finance; Katie Pasniewski, Chief Operating Officer; Hannah Lofthus, Chief Executive Officer; Kate Ditta, Board Treasurer; John Tyler, Board Secretary; Jerry Williams, Board Chair.

NOW, THEREFORE, IT IS RESOLVED, that the Board of Directors hereby approves the addition of Kate Ditta and the removal of Kristin Bechard as Authorized Agents.

FURTHER RESOLVED, that any one of the Authorized Agents is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to Depositor. Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the Account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or debit card or the application of the proceeds of the Instrument or debit card. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

FURTHER RESOLVED, that any one of the Authorized Agents ("Fund Transfer Agent") is authorized to make or verify written, telephonic, or verbal requests for the

transfer of funds, including wire transfers and ACH debits, from the Account to other accounts of the Depositor or to third parties; to enter into agreements with Bank providing for such fund transfer; and the designate of Fund Transfer Agents. Bank is authorized to honor all such fund transfer when given or purported to be given by any Fund Transfer Agent.

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

FURTHER RESOLVED, that any one of the Authorized Agents ("Treasury Services Agent") is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that this Certificate of Resolution and all paper records related to the Account with which this document is a part and whether or not the paper records were submitted in advance of, contemporaneously with or subsequent to, the execution of this document may, at the option of Bank, be converted by any digital or electronic method or process to an electronic record or subsequently further converted or migrated to another electronic record format or electronic storage medium. Upon conversion to an electronic record as authorized herein, such electronic record shall be the record of the actions as described herein and the electronic record shall have the same legal force and effect as the paper documents from which it was converted. Depositor waives any legal requirement that any documents digitally or electronically converted be embodied, stored, or reproduced in a tangible media. Depositor further agrees that a printed or digitally reproduced copy of the electronic record shall be given the same legal force and effect as a signed writing. In addition, Depositor authorizes and agrees to destruction of the paper documents by Bank upon conversion of the paper documents to a digital or electronic record.

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

**#5: Bank Resolution to open a bank account at Commerce Bank for
Blue Knights Transportation, LLC**

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "School") previously approved that a deposit account ("Account") be opened and maintained with Commerce Bank ("Bank") in the name of Blue Knights Transportation, LLC ("Depositor"), subject to the terms of Bank's Deposit Agreement and other agreements and disclosures related to the Account, as amended from time to time.

WHEREAS, the Board's Finance Committee has reviewed the proposed Authorized Agents on the account to include 1) Mat Overbaugh, Director of Finance, and 2) Katie Pasniewski, Chief Operating Officer.

WHEREAS, based on its assessment, the Finance Committee recommends the Board approve the Authorized Agents; and

WHEREAS, the Board of Directors desires to appoint the Authorized Agents.

WHEREAS, the appointment of the Authorized Agents would result in the following individuals being named as Authorized Agents on the Account: Mat Overbaugh, Director of Finance; and Katie Pasniewski, Chief Operating Officer.

NOW, THEREFORE, IT IS RESOLVED, that the Board of Directors hereby approves Mat Overbaugh and Katie Pasniewski as Authorized Agents.

FURTHER RESOLVED, that any one of the Authorized Agents is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to Depositor. Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the Account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or debit card or the application of the proceeds of the Instrument or debit card. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

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

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

FURTHER RESOLVED, that any one of the Authorized Agents ("Treasury Services Agent") is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that this Certificate of Resolution and all paper records related to the Account with which this document is a part and whether or not the paper records were submitted in advance of, contemporaneously with or subsequent to, the execution of this document may, at the option of Bank, be converted by any digital or electronic method or process to an electronic record or subsequently further converted or migrated to another electronic record format or electronic storage medium. Upon conversion to an electronic record as authorized herein, such electronic record shall be the record of the actions as described herein and the electronic record shall have the same legal force and effect as the paper documents from which it was converted. Depositor waives any legal requirement that any documents digitally or electronically converted be embodied, stored, or reproduced in a tangible media. Depositor further agrees that a printed or digitally reproduced copy of the electronic record shall be given the same legal force and effect as a signed writing. In addition, Depositor authorizes and agrees to destruction of the paper documents by Bank upon conversion of the paper documents to a digital or electronic record.

RESOLVED, that each officer of the corporation is authorized and directed to take any further action and to execute, deliver and file any documents in the name and

on behalf of the Kauffman School, and to pay any fees and expenses, as in his or her judgment may be necessary or advisable in order to carry out the foregoing resolutions.

#6: Paid FMLA Policy

WHEREAS, management wishes to preserve paid leave for continuous leave under FMLA,

WHEREAS, management wishes to remove paid leave for intermittent leave under FMLA,

WHEREAS, changes to the School's Personnel Policy Handbook require approval from the Board,

RESOLVED, the Board of Directors approves the updated Paid FMLA Policy, as outlined in Exhibit H.

#7: Work Hours and Adjusted Schedule Policies

WHEREAS, management wishes to clarify standard work hours,

WHEREAS, management wishes to define a policy and procedures for any work schedule that falls outside of standard work hours,

WHEREAS, changes to the School's Personnel Policy Handbook require approval from the Board,

RESOLVED, the Board of Directors approves the updated Work Hours and Adjusted Schedule Policies, as outlined in Exhibit I.

#8: Inclement Weather Days Staff Work Expectations Policy

WHEREAS, management wishes to clarify staff work expectations on inclement weather days,

WHEREAS, management wishes to work expectations on Alternative Methods of Instruction (AMI) days,

WHEREAS, changes to the School's Personnel Policy Handbook require approval from the Board,

RESOLVED, the Board of Directors approves the updated Inclement Weather Days Staff Work Expectations, as outlined in Exhibit J.

The 2025-2026 Budget reflects a return to breakeven Net Income. State funding increases offset increased costs

	SY24-25 Forecast	SY25-26 Budget	B(W) LY
Revenue			
Local Revenue	2,206,799	1,949,768	(257,031)
State Revenue	14,234,151	16,592,163	2,358,012
Federal Revenue	2,353,330	2,061,158	(292,172)
Private Grants and Donations	4,803,396	4,793,396	(10,000)
Earned Fees	196,725	216,056	19,333
Revenue Total	23,794,400	25,612,543	1,818,143
Expenses			
Salaries	10,659,411	11,181,061	(521,650)
Benefits and Taxes	4,288,970	4,320,914	(31,944)
Staff-Related Costs	130,298	148,691	(18,395)
Rent	293,396	293,396	(0)
Occupancy Service	2,906,685	2,906,637	48
Student Expense, Direct	1,858,189	2,015,321	(157,132)
Student Expense, Food	815,361	1,015,592	(200,530)
Office & Business Expense	1,822,031	1,645,210	176,821
Transportation	2,090,413	2,080,565	9,848
Expenses Total	24,864,452	25,607,387	(742,934)
NET ORDINARY INCOME	(1,070,052)	5,157	1,075,209
TOTAL EXPENSES	24,864,452	25,607,387	(742,934)
NET INCOME	(1,070,052)	5,157	1,075,209
Starting Cash Balance	16,890,888	12,560,650	(4,330,238)
Change in Cash	(4,330,238)	(864,842)	3,465,396
ENDING CASH BALANCE	12,560,650	11,695,808	(864,842)

Revenue:

The \$1.8M increase is driven by a \$2.4M improvement in state funding from a higher per student funding rate and higher enrollment, partially offset by lower interest income and the end of Covid related funding

Expenses:

The \$0.7M increase in expenses is driven by \$0.55M of higher salary and benefits from merit and incremental positions to support higher enrollment. Food costs also increase \$0.2M with a higher take rate on CEP (free breakfast/lunch program). Increases in student related expenses are offset by savings in general expenses

Cash:

Cash is expected to decrease by \$0.87M driven by completion of Soccer Field/Track and \$120k of general capital spend

**CONSENT AGENDA FOR THE MAY 14th, 2025
MEETING OF THE BOARD OF DIRECTORS OF THE
EWING MARION KAUFFMAN SCHOOL**

- #1: Approve minutes of the March 12th, 2025 meeting**
#2: Approve minutes of the April 28th, 2025 meeting
#3: Approve May 2025 Treasurer's Report, including February 2025 and March 2025 check registers
#4: Approve bank resolution to update authorized agents
#5: Approve bank resolution to open bank account
#6: Approve updated Paid FMLA policy
#7: Approve updated Work Hours and Adjusted Schedules policy
#8: Approve updated Inclement Weather Staff Expectations policy

#1: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of March 12th, 2025, meeting are approved, as outlined in Exhibit A.

#2: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of April 28th, 2025, meeting are approved, as outlined in Exhibit B.

#3: May 2025 Treasurer's Report, including February 2025 and March 2025 Check Registers

WHEREAS, the Finance Committee reviewed and recommended for approval by the Board the May 2025 Treasurer's Report, including the February 2025 and March 2025 check registers,

RESOLVED, the Board of Directors approves the May 2025 Treasurer's Report, including the February 2025 and March 2025 check registers, attached as exhibits C, D, E, F and G.

#4: Bank Resolution to update authorized agents on the Kauffman School's operating bank account at Commerce Bank

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "School") previously approved that a deposit account ("Account") be opened and maintained with Commerce Bank ("Bank") in the name of Ewing Marion Kauffman School Inc ("Depositor"), subject to the terms of Bank's Deposit Agreement and other agreements and disclosures related to the Account, as amended from time to time.

WHEREAS, the Board's Finance Committee has reviewed the proposed changes to the Authorized Agents on the account including 1) the addition of Kate Ditta, Board Treasurer, and 2) the removal of Kristin Bechard, former Board Treasurer.

WHEREAS, based on its assessment, the Finance Committee recommends the Board approve the changes to the Authorized Agents; and

WHEREAS, the Board of Directors desires to make the changes to the Authorized Agents.

WHEREAS, the changes to the Authorized Agents would result in the following individuals being named as Authorized Agents on the Account: Mat Overbaugh, Director of Finance; Katie Pasniewski, Chief Operating Officer; Hannah Lofthus, Chief Executive Officer; Kate Ditta, Board Treasurer; John Tyler, Board Secretary; Jerry Williams, Board Chair.

NOW, THEREFORE, IT IS RESOLVED, that the Board of Directors hereby approves the addition of Kate Ditta and the removal of Kristin Bechard as Authorized Agents.

FURTHER RESOLVED, that any one of the Authorized Agents is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to Depositor. Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the Account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or debit card or the application of the proceeds of the Instrument or debit card. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

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

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

FURTHER RESOLVED, that any one of the Authorized Agents ("Treasury Services Agent") is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that this Certificate of Resolution and all paper records related to the Account with which this document is a part and whether or not the paper records were submitted in advance of, contemporaneously with or subsequent to, the execution of this document may, at the option of Bank, be converted by any digital or electronic method or process to an electronic record or subsequently further converted or migrated to another electronic record format or electronic storage medium. Upon conversion to an electronic record as authorized herein, such electronic record shall be the record of the actions as described herein and the electronic record shall have the same legal force and effect as the paper documents from which it was converted. Depositor waives any legal requirement that any documents digitally or electronically converted be embodied, stored, or reproduced in a tangible media. Depositor further agrees that a printed or digitally reproduced copy of the electronic record shall be given the same legal force and effect as a signed writing. In addition, Depositor authorizes and agrees to destruction of the paper documents by Bank upon conversion of the paper documents to a digital or electronic record.

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

#5: Bank Resolution to open a bank account at Commerce Bank for Blue Knights Transportation, LLC

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "School") previously approved that a deposit account ("Account") be opened and maintained with Commerce Bank ("Bank") in the name of Blue Knights Transportation, LLC ("Depositor"), subject to the terms of Bank's Deposit Agreement and other agreements and disclosures related to the Account, as amended from time to time.

WHEREAS, the Board's Finance Committee has reviewed the proposed Authorized Agents on the account to include 1) Mat Overbaugh, Director of Finance, and 2) Katie Pasniewski, Chief Operating Officer.

WHEREAS, based on its assessment, the Finance Committee recommends the Board approve the Authorized Agents; and

WHEREAS, the Board of Directors desires to appoint the Authorized Agents.

WHEREAS, the appointment of the Authorized Agents would result in the following individuals being named as Authorized Agents on the Account: Mat Overbaugh, Director of Finance; and Katie Pasniewski, Chief Operating Officer.

NOW, THEREFORE, IT IS RESOLVED, that the Board of Directors hereby approves Mat Overbaugh and Katie Pasniewski as Authorized Agents.

FURTHER RESOLVED, that any one of the Authorized Agents is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to Depositor. Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the Account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or debit card or the application of the proceeds of the Instrument or debit card. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

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

FURTHER RESOLVED, that any one of the agents designated above ("Investment Agent") is authorized to buy, sell, assign, transfer and/or delivery any and all stocks, bonds or other securities now owned or hereafter acquired and registered in the name of Depositor or its nominee(s). Any Investment Agent is authorized to enter into any agreements with Bank

relating to securities or investments, including, but not limited to, safekeeping agreements and repurchase agreements. Any Investment Agent is authorized to give Bank instructions required to buy, sell or otherwise deal in securities; to receive, withdraw, receipt for and direct the disposition of money, securities and property of every kind held in safekeeping with Bank; and to receive any communications from Bank and to sign any documents relating to securities or Investment transactions.

FURTHER RESOLVED, that any one of the Authorized Agents ("Treasury Services Agent") is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that this Certificate of Resolution and all paper records related to the Account with which this document is a part and whether or not the paper records were submitted in advance of, contemporaneously with or subsequent to, the execution of this document may, at the option of Bank, be converted by any digital or electronic method or process to an electronic record or subsequently further converted or migrated to another electronic record format or electronic storage medium. Upon conversion to an electronic record as authorized herein, such electronic record shall be the record of the actions as described herein and the electronic record shall have the same legal force and effect as the paper documents from which it was converted. Depositor waives any legal requirement that any documents digitally or electronically converted be embodied, stored, or reproduced in a tangible media. Depositor further agrees that a printed or digitally reproduced copy of the electronic record shall be given the same legal force and effect as a signed writing. In addition, Depositor authorizes and agrees to destruction of the paper documents by Bank upon conversion of the paper documents to a digital or electronic record.

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

#6: Paid FMLA Policy

WHEREAS, management wishes to preserve paid leave for continuous leave under FMLA,

WHEREAS, management wishes to remove paid leave for intermittent leave under FMLA,

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the updated Paid FMLA Policy, as outlined in Exhibit H.

#7: Work Hours and Adjusted Schedule Policies

WHEREAS, management wishes to clarify standard work hours,

WHEREAS, management wishes to define a policy and procedures for any work schedule that falls outside of standard work hours,

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the updated Work Hours and Adjusted Schedule Policies, as outlined in Exhibit I.

#8: Inclement Weather Days Staff Work Expectations Policy

WHEREAS, management wishes to clarify staff work expectations on inclement weather days,

WHEREAS, management wishes to work expectations on Alternative Methods of Instruction (AMI) days,

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the updated Inclement Weather Days Staff Work Expectations, as outlined in Exhibit J.

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

March 12, 2025

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 the Ewing Marion Kauffman Foundation conference center in Kansas City, Missouri on March 12, 2025, pursuant to public notice provided at least 24 hours in advance.

The following directors participated in person: Jerry Williams, chair; Kate Ditta, Treasurer; Kelly Barnes; Vickie Harris; Brett Hembree; and Juan Rangel.

Also participating in person from the School were Hannah Lofthus, President/CEO; and John Tyler, Secretary and General Counsel.

No community members were present.

Mr. Williams chaired the meeting, and Mr. Tyler served as secretary. Mr. Williams called the meeting to order at 8:30 am, welcomed those in attendance, and previewed the agenda.

Leadership Report

Ms. Lofthus described the terms and expectations for her upcoming sabbatical, including those who will be responsible during her leave and that Ms. Pasniewski is proposed as Interim President/CEO as was the case with her prior sabbatical. Discussion occurred throughout.

Ms. Lofthus presented information about board member terms and a proposed chart of characteristics and skills for individual directors and aggregated across the whole board. Discussion occurred throughout, including information from Mr. Rangel as chair of the Governance Committee and the various categories. Discussion continued about the general policy environment and the School's approach to ensuring that its personnel stay current and informed.

Board members provided their applicable information for the chart. Discussion followed about trends from the information provided and corresponding priorities. Discussion continued about the process for identifying potential candidates and next steps.

Consent Agenda

Mr. Williams discussed the consent agenda process, including the ability to remove items from the consent agenda if any board member so desired.

After discussion and upon motion duly made (Rangel) and seconded (Harris), the board unanimously approved the consent agenda as presented and attached as **Exhibit A**.

Mr. Williams described the need to have an Acting President/CEO during Ms. Loftus' sabbatical.

After discussion and upon motion duly made (Rangel) and seconded (Harris), the board unanimously approved designating Katie Pasniewski as Acting President/CEO beginning effective April 1, 2025 through and including May 31, 2025 and delegating the corresponding responsibilities and authority of President/CEO as provided in the Bylaws and prior board actions for that term.

Community Forum

No community people were present so there was no community forum.

The meeting adjourned at 10:01 am.

John Tyler, Secretary

**CONSENT AGENDA FOR THE MARCH 12, 2025
MEETING OF THE BOARD OF DIRECTORS OF THE
EWING MARION KAUFFMAN SCHOOL**

- #1: Approve Minutes of January 15, 2025 Board Meeting**
**#2: Approve March 2025 Treasurer's Report, including December 2024 and
January 2025 Check Registers**
#3: Approve Paid Time Off (PTO) Sharing Policy

#1: Prior Meeting Minutes

RESOLVED, the minutes from the Board of Directors meeting of January 15, 2025, meeting are approved.

**#2: March 2025 Treasurer's Report, including
December 2024 and January 2025 Check Registers**

WHEREAS, the Finance Committee reviewed and recommended for approval by the Board the March 2025 Treasurer's Report, including the December 2024 and January 2025 check registers,

RESOLVED, the Board of Directors approves the March 2025 Treasurer's Report, including the December 2024 and January 2025 check registers, attached as **Exhibits CA-1, -2, -3, -4, and -5**.

#3: Paid Time Off (PTO) Sharing Policy

WHEREAS, management believes there are rare situations in which it is appropriate for an employee to donate their paid time off to a colleague;

WHEREAS, changes to the School's Personnel Policy Handbook require approval from the Board,

RESOLVED, the Board of Directors approves the Paid Time Off (PTO) Sharing Policy attached hereto as **Exhibit CA-6**.

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

April 28, 2025

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 on April 28, 2025, via Zoom such that all could hear and be heard and see and be seen, pursuant to public notice provided at least 24 hours in advance.

The following directors participated via Zoom: Jerry Williams, chair; Kate Ditta, Treasurer; Vickie Harris; Brett Hembree; and Juan Rangel. Kelly Barnes was not able to participate.

Also participating via Zoom from the School were Katie Pasniewski, Interim President/CEO; Tim Racer, Deputy General Counsel; Mat Overbaugh, Director of Finance; and John Tyler, Secretary and General Counsel, who joined the meeting in progress as indicated below.

No community members were present.

Mr. Williams chaired the meeting, and Mr. Tyler served as secretary. Mr. Williams called the meeting to order at 8:00 am, welcomed those in attendance, and previewed the agenda.

Discussion began about the pros and cons and relevant details about operating transportation services out of a single-member limited liability company wholly owned by the School (LLC), including the mechanics of setting up the LLC, means for the board's oversight, relevant LLC policies as related to and consistent with School policies and procedures, independence of the LLC, use of Doug Anning from Polsinelli as outside counsel for this analysis and governance and management of the LLC, use of a shared services agreement for some personnel services, LLC personnel consisting primarily of drivers,

Mr. Tyler joined the meeting at 8:15 am during the prior discussion.

After discussion and upon motion duly made (Williams) and seconded (Ditta), the board voted unanimously to take the following actions:

- Establish Blue Knights Transportation, LLC as a member-managed entity;
- Appoint Hannah Lofthus, Katie Pasniewski, and Mat Overbaugh as managers of Blue Knights Transportation, LLC with authority to approve expenditures and operate Blue Knight, LLC in accordance with the law and its policies; and
- Approve managers of Blue Knights Transportation, LLC opening and managing a bank account.

After discussion and upon motion duly made (Williams) and seconded (Rangel), the board voted unanimously to approve the transfer of \$2,650,822 from Ewing Marion Kauffman School to Blue Knights Transportation, LLC for capital purchases (including \$2.1M for busses and \$126K for equipment/hardware/software) and operating cash (\$412,500).

Community Forum

No people from the community were present, so there was no community forum.

The meeting adjourned at 8:48 am.

John Tyler, Secretary



EWING MARION

KAUFFMAN SCHOOL

March 2025 Financials

PREPARED MAR'25 BY



Annual Financial Calendar

Ewing Marion Kauffman School Finance Monitoring Activities

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
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)

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
ASBR ⁴		X										
End of Year Report and FER ⁵			X									
Federal Payment Request				X				X			X	
403b Plan Audit	X											
1099 and W2 Tax Forms							X					
DESE Budget and Revisions ⁶	X									X		

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

⁵End of Year Report is a summary of Title programs; Final Expenditure Report is the final reporting of SWP and SPED.B spending for the prior fiscal year.

⁶DESE requires the SWP and Sped.B portions of the EMKS Budget to be submitted by July 1 and any revisions by April 30.

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

- EMKS closed March 2025 with a projected YE cash balance of \$12.56m and 180 Days of Cash. The decrease from last forecast is driven by the capital contribution for Blue Knights Transportation LLC and capital spend for the soccer field/track
- Revenue – Total revenue from last forecast increased by \$0.4M and is \$1.4M better than budget
 - State revenue:
 - Improvement in WADA (weighted average daily attendance) after updating current year data with DESE, improved funding by \$0.3M
 - Earned Fees:
 - \$100k improvement vs. last forecast due to \$60k grant and higher student activity fees from athletics

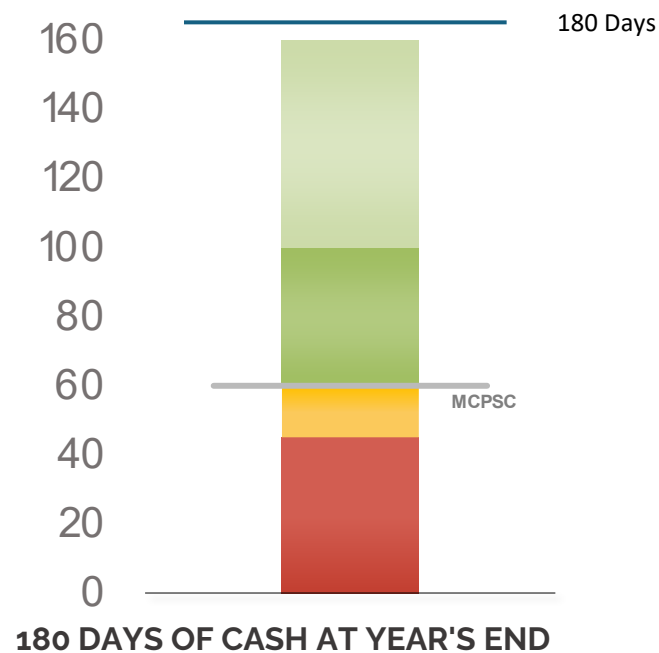
- **Expenses – Increased \$0.45M from last forecast**
 - **Pulled forward spend on computers for this year and next due to inventory risks from tariff impacted shipments**
 - **Current bell system has become antiquated driving \$80k of unexpected spend in this year to replace**
 - **Expenses are \$1.7M over budget primarily driven by transportation and salaries/benefits**

- **Net Income – full year projection of -\$1.0M vs. -\$0.3M budget, or flat to last forecast**

	Year-To-Date			Annual Forecast				
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining	Rem %
Revenue								
Local Revenue	1,725,094	1,534,034	191,060	2,206,799	2,026,031	180,768	481,705	22%
State Revenue	10,196,206	9,894,446	301,761	14,234,151	13,700,129	534,022	4,037,945	28%
Federal Revenue	2,106,452	1,281,041	825,411	2,353,330	1,882,955	470,375	246,878	10%
Private Grants and Donations	4,730,047	4,433,525	296,522	4,803,396	4,793,000	10,396	73,349	2%
Earned Fees	133,419	21,750	111,669	196,725	30,000	166,725	63,306	32%
Total Revenue	18,891,218	17,164,796	1,726,422	23,794,400	22,432,115	1,362,286	4,903,182	
Expenses								
Salaries	7,690,071	7,838,143	148,072	10,659,411	10,450,857	(208,554)	2,969,340	28%
Benefits and Taxes	3,071,406	3,089,519	18,113	4,288,970	4,119,358	(169,612)	1,217,565	28%
Staff-Related Costs	98,101	102,000	3,899	130,296	136,000	5,704	32,195	25%
Rent	220,047	220,047	0	293,396	293,396	0	73,349	25%
Occupancy Service	2,209,422	2,098,068	(111,354)	2,906,685	2,797,424	(109,261)	697,263	24%
Student Expense, Direct	988,887	1,230,647	241,760	1,858,189	1,640,862	(217,327)	869,302	47%
Student Expense, Food	628,861	548,009	(80,852)	815,061	730,679	(84,382)	186,200	23%
Office & Business Expense	1,059,536	1,279,541	220,006	1,822,031	1,706,055	(115,976)	762,496	42%
Transportation	1,551,261	945,672	(605,589)	2,090,413	1,260,896	(829,517)	539,152	26%
Total Ordinary Expenses	17,517,591	17,351,646	(165,945)	24,864,452	23,135,528	(1,728,925)	7,346,862	30%
Facility Improvements	26,616	-	(26,616)	661,416	-	(661,416)	634,800	96%
Total Extraordinary Expenses	26,616	-	(26,616)	661,416	-	(661,416)	634,800	96%
Total Expenses	17,544,207	17,351,646	(192,561)	25,525,868	23,135,528	(2,390,341)	7,981,662	
Net Income	1,347,011	(186,850)	1,533,862	(1,731,468)	(703,413)	(1,028,055)	(3,078,480)	
Cash Flow Adjustments	(460,942)	-	(460,942)	(2,598,770)	-	(2,598,770)	(2,137,828)	
Change in Cash	886,069	(186,850)	1,072,919	(4,330,238)	(703,413)	(3,626,825)	(5,216,308)	

Days of Cash

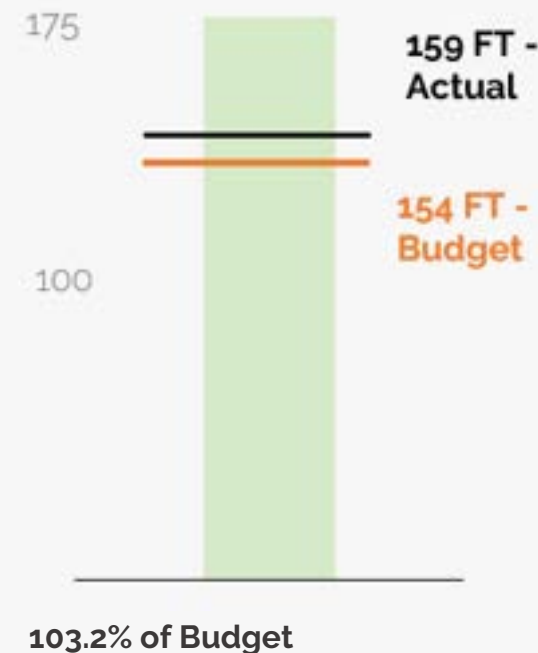
Cash balance at year-end divided by average daily expenses



The school will end the year with 180 days of cash. This is above the recommended 60 days, and 38 less day(s) than last month

Staffing

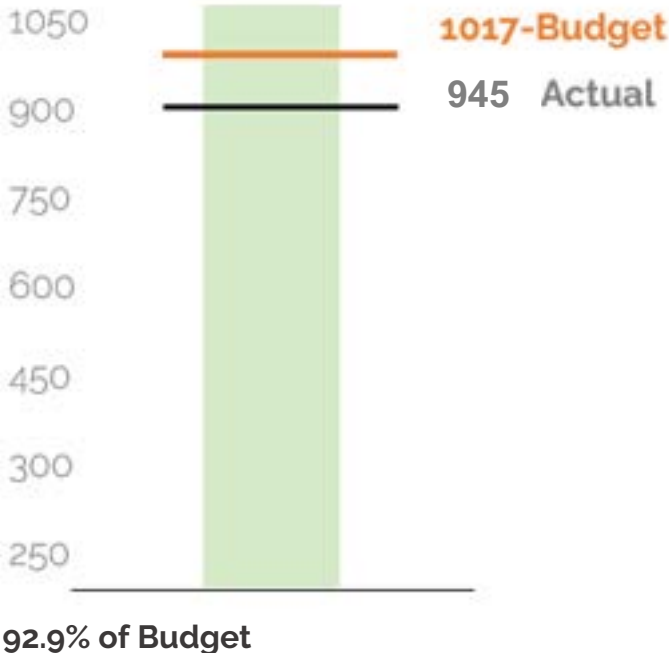
Current vs. Budgeted Staffing



The school is currently carrying 5 more FT staff than budgeted.

Enrollment

Current vs. Budgeted Enrollment

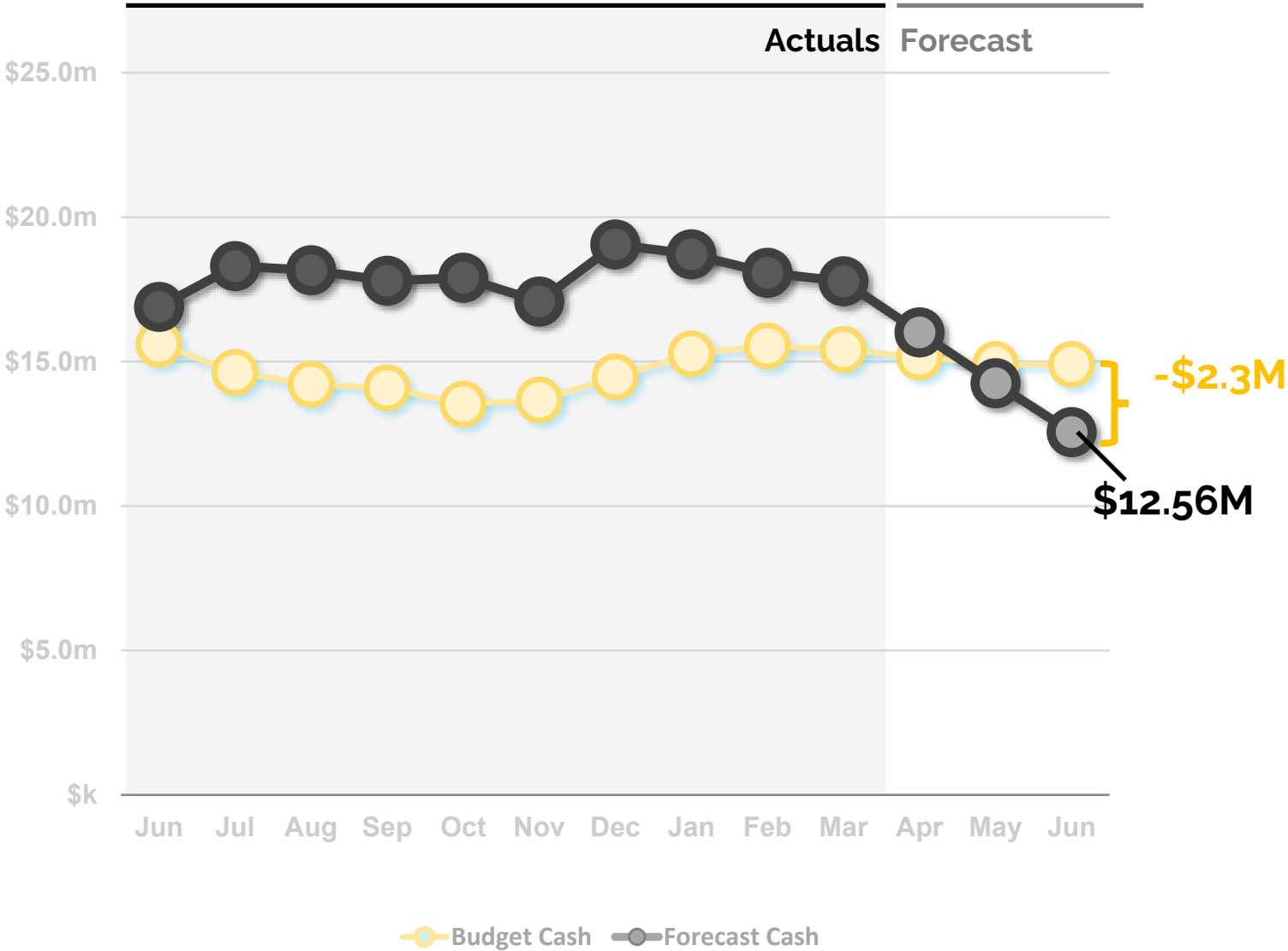


The school is currently short of enrollment by 72 students (7.1%)

180 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$12.56M**, **\$2.3M** below budget

To reiterate, this variance is planned and strategic, in that school is making one-time disbursements towards soccer field/track and transportation subsidiary start-up

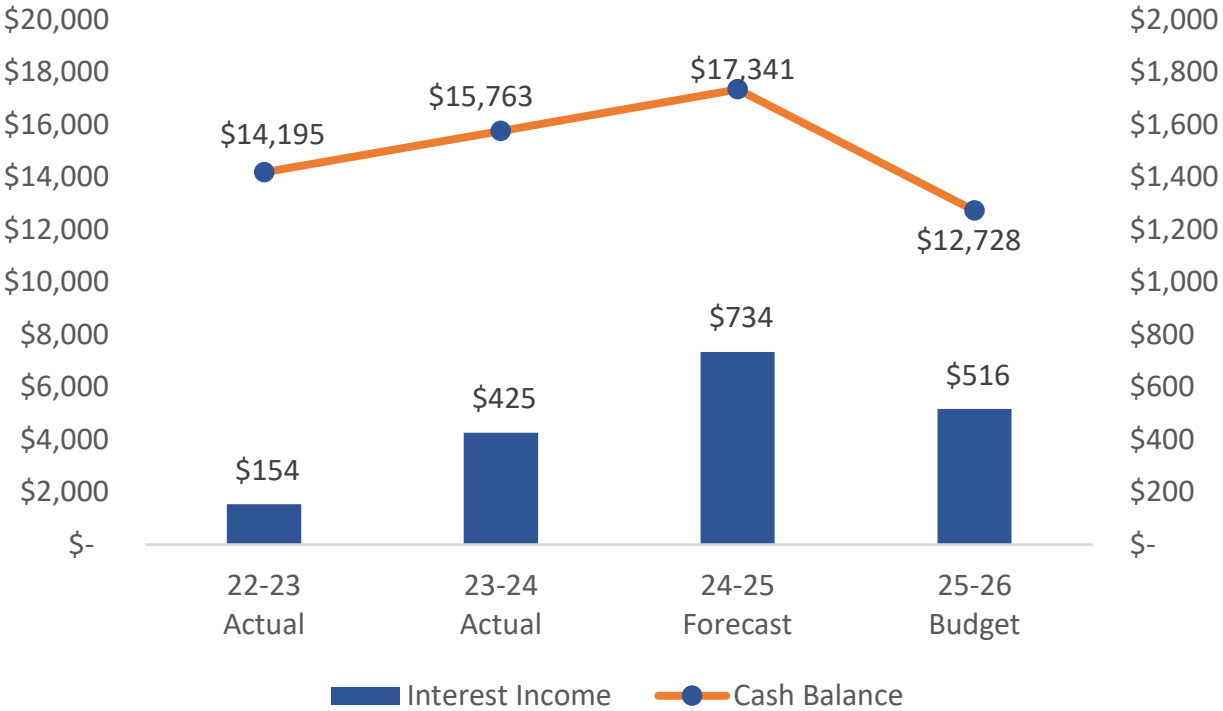


Treasury investment ladder is driving incremental interest as expected. By end of next year incremental interest from ladder will be +\$1M over sweep account only

Current ladder reflects has maturities bi-monthly and \$6M in 1yr/2yr treasuries. Will rollout maturing 1yr into 2yrs this month

Current Ladder Cash Investment Strategy Overview

Account	Amount	T-Bills Maturity	Annualized Yield	Annualized Int. Income
	\$ 2,000,012	5/15/2025	4.72%	\$ 94,401
	\$ 1,000,395	5/15/2025	4.67%	\$ 46,718
	\$ 1,018,167	6/5/2025	3.80%	\$ 38,690
	\$ 1,017,977	6/20/2025	3.82%	\$ 38,887
	\$ 1,018,933	7/3/2025	3.85%	\$ 39,229
	\$ 1,016,742	7/17/2025	3.90%	\$ 39,653
	\$ 1,017,822	7/31/2025	3.88%	\$ 39,491
	\$ 1,017,176	8/14/2025	3.80%	\$ 38,653
	\$ 1,017,176	8/28/2025	3.80%	\$ 38,653
	\$ 1,014,899	9/11/2025	3.77%	\$ 38,262
1-YR Bills	\$ 3,001,217	5/15/2026	4.58%	\$ 137,456
T-Bills	\$ 14,140,516		4.17%	\$ 590,092
2-Yr Strips	\$ -		3.86%	\$ -
Sweep	\$ 2,367,663		1.50%	\$ 35,515
Total Cash	\$ 16,508,179		3.79%	\$ 625,607

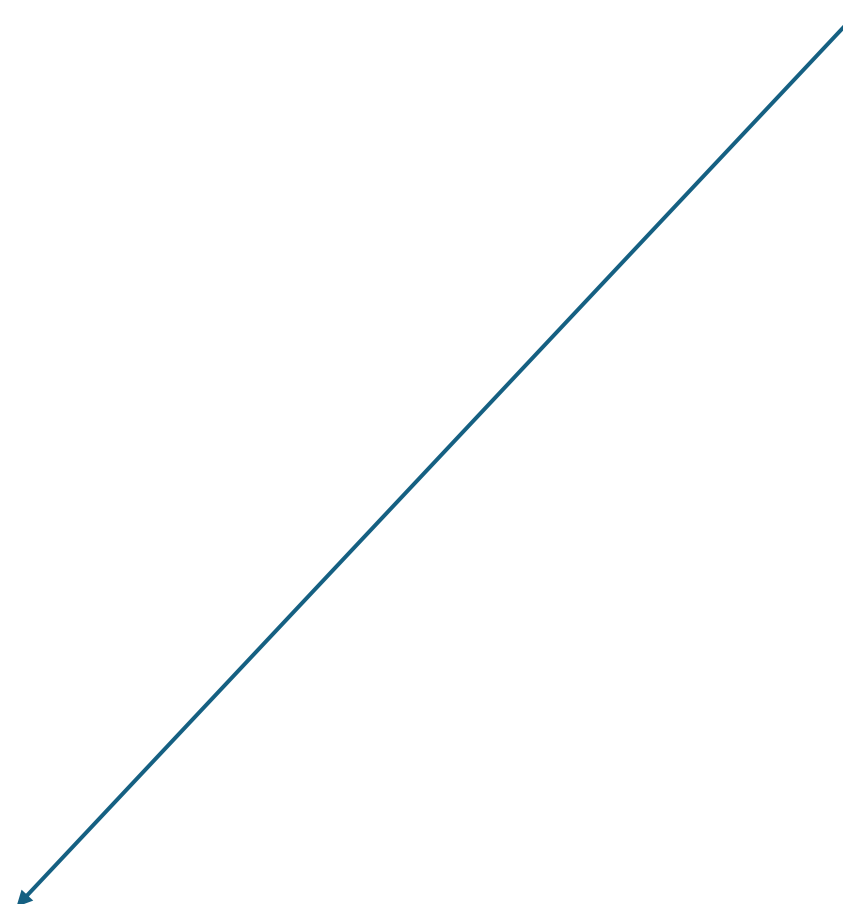


Note: Annualization represents current balances and rate structure static for entire year

	Previous Year End	Current	Year End
Assets			
Current Assets			
Cash	16,890,888	17,776,958	12,560,650
Intercompany Transfers	0	0	2,650,822
Accounts Receivable	447,666	430,237	447,666
Other Current Assets	112,052	340,642	112,052
Total Current Assets	17,450,607	18,547,836	15,771,191
Total Assets	17,450,607	18,547,836	15,771,191
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	1,200	48,950	1,200
Accounts Payable	295,628	235,761	295,628
Accrued Salaries and Benefits	237,665	0	289,717
Total Current Liabilities	534,493	284,711	586,545
Total Long-Term Liabilities	0	0	
Total Liabilities	534,493	284,711	586,545
Equity			
Unrestricted Net Assets	11,868,445	11,943,445	11,868,445
Net Income	0	1,347,011	-1,731,468
Temporarily Restricted Net Assets	5,047,669	4,972,669	5,047,669
Total Equity	16,916,114	18,263,125	15,184,646
Total Liabilities and Equity	17,450,607	18,547,836	15,771,191

*Restricted Cash

- \$ 25,000 restricted for Board PD
- \$ 75,000 for DESE/sponsor required 'closing' fund
- \$2,872,669 restricted for facilities
- \$2,000,000 restricted for strategic planning



Income Statement	Actual									Forecast			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	237,012	216,300	179,235	173,223	233,610	153,969	170,504	185,480	175,761	160,568	160,568	160,568	2,206,799
State Revenue	1,140,992	1,155,556	1,062,592	1,160,421	1,128,474	1,122,381	1,154,968	1,128,243	1,142,579	1,345,982	1,345,982	1,345,982	14,234,151
Federal Revenue	189,142	325,500	369,937	437,981	133,590	180,495	125,439	127,644	216,724	117,001	100,341	29,536	2,353,330
Private Grants and Donations	2,250,000	73,349	10,000	0	73,349	2,250,000	0	73,349	0	0	73,349	0	4,803,396
Earned Fees	9,697	11,061	74,274	7,418	460	8,110	7,572	9,221	5,607	21,102	21,102	21,102	196,725
Total Revenue	3,826,843	1,781,766	1,696,037	1,779,043	1,569,483	3,714,955	1,458,484	1,523,937	1,540,670	1,644,653	1,701,342	1,557,188	23,794,400
Expenses													
Salaries	779,765	868,219	842,785	847,364	880,241	852,970	893,270	860,970	864,487	918,535	918,535	1,132,271	10,659,411
Benefits and Taxes	256,613	341,702	338,708	338,200	344,998	343,367	362,988	361,688	383,142	391,855	391,855	433,854	4,288,970
Staff-Related Costs	4,837	4,046	4,731	10,199	7,547	6,992	35,064	11,147	13,538	10,732	10,732	10,732	130,296
Rent	0	73,349	0	73,349	0	0	73,349	0	0	0	73,349	0	293,396
Occupancy Service	312,626	245,292	250,364	264,473	205,338	214,288	244,479	200,743	271,818	232,421	232,421	232,421	2,906,685
Student Expense, Direct	83,127	157,609	101,660	111,395	87,806	84,246	118,519	115,458	129,067	289,767	289,767	289,767	1,858,189
Student Expense, Food	0	53,469	82,194	115,138	85,529	80,855	69,664	70,600	71,413	102,900	83,300	0	815,061
Office & Business Expense	106,525	129,886	127,689	150,393	106,207	105,639	141,190	84,742	107,266	254,665	254,665	253,165	1,822,031
Transportation	5,348	127,487	139,007	386,408	213,258	182,710	198,903	170,765	127,375	189,184	184,640	165,328	2,090,413
Total Ordinary Expenses	1,548,841	2,001,057	1,887,138	2,296,918	1,930,923	1,871,067	2,137,427	1,876,113	1,968,106	2,390,059	2,439,264	2,517,539	24,864,452
Operating Income	2,278,002	-219,292	-191,101	-517,875	-361,440	1,843,888	-678,943	-352,176	-427,435	-745,406	-737,922	-960,351	-1,070,052
Extraordinary Expenses													
Facility Improvements	0	0	0	0	0	8,270	18,346	0	0	211,600	211,600	211,600	661,416
Total Extraordinary Expenses	0	0	0	0	0	8,270	18,346	0	0	211,600	211,600	211,600	661,416
Total Expenses	1,548,841	2,001,057	1,887,138	2,296,918	1,930,923	1,879,337	2,155,773	1,876,113	1,968,106	2,601,659	2,650,864	2,729,139	25,525,868
Net Income	2,278,002	-219,292	-191,101	-517,875	-361,440	1,835,618	-697,289	-352,176	-427,435	-957,006	-949,522	-1,171,951	-1,731,468
Cash Flow Adjustments	-863,352	74,886	-174,186	624,932	-465,677	144,634	355,084	-286,373	129,110	-809,182	-809,182	-519,465	-2,598,770
Change in Cash	1,414,650	-144,405	-365,286	107,056	-827,117	1,980,252	-342,205	-638,549	-298,325	-1,766,188	-1,758,704	-1,691,415	-4,330,238
Ending Cash	18,305,538	18,161,133	17,795,846	17,902,903	17,075,786	19,056,037	18,713,832	18,075,283	17,776,958	16,010,770	14,252,066	12,560,650	

2024-2025 Annual Budget reflects a net loss of \$266k

	SY23-24 Forecast	SY24-25 Budget	B/(W) LY
Revenue			
Local Revenue	1,873,266	2,026,031	152,765
State Revenue	12,662,245	13,700,129	1,037,884
Federal Revenue	3,254,832	1,882,955	(1,371,877)
Private Grants and Donations	5,793,000	4,793,000	(1,000,000)
Earned Fees	76,890	30,000	(46,890)
Revenue Total	23,660,232	22,432,114	(1,228,118)
Expenses			
Salaries	8,718,234	10,450,857	(1,732,623)
Salaries Vacancy Rate @3%		(313,526)	313,526
Benefits and Taxes	3,418,563	4,119,358	(700,796)
Benefits & Taxes Vacancy Rate @3%		(123,581)	123,581
Staff-Related Costs	231,806	176,000	55,806
Rent	293,396	293,396	(0)
Occupancy Service	2,807,406	2,797,424	9,982
Student Expense, Direct	2,106,626	1,600,862	505,764
Student Expense, Indirect	646,619	730,679	(84,060)
Office & Business Expense	2,351,070	1,706,055	645,015
Transportation	1,122,864	1,260,896	(138,032)
Expenses Total	21,696,583	22,698,421	(1,001,838)
NET ORDINARY INCOME	1,963,649	(266,306)	(2,229,955)
TOTAL EXPENSES	21,696,583	22,698,421	(1,001,838)
NET INCOME	1,963,649	(266,306)	(2,229,955)
Starting Cash Balance	13,801,775	15,605,715	1,803,940
Change In Cash	1,963,649	(266,306)	(2,229,955)
ENDING CASH BALANCE	15,765,424	15,339,409	(426,015)

Revenue:

The decrease is driven by a \$1.4M drop in Federal Covid funding and \$1M less in private funding YoY. The decrease is partially offset by higher WADA (weighted average daily attendance) and interest income.

Expenses:

The increase in expenses is driven by \$2M of higher Salary and Benefits costs from incremental positions to support higher enrollment and wage inflation to remain competitive. The increase is partially offset by intentional reductions in student and business expenses.

Note:

The current deficit is driven by increased cybersecurity cost projections. Our goal is to identify and make additional cuts to expenses to close the budget gap by EOY.

February 2025

- Cumulus Media – Marketing
 - Spend: \$10,200
- Real Estate Charitable Foundation - Rent
 - Spend: \$73,349
- Severin Intermediate Holdings, LLC– PowerSchool
 - Spend: \$11,063.46
- Niche.com Inc.- Online marketing
 - Spend: \$7,990

March 2025

- **Walden Limousine Service LLC – Athletics Transportation**
 - **Spend: \$4,961.88**
- **The Children's Mercy Hospital – Athletic Trainer Contracted Services**
 - **Spend: \$15,513.89**
- **Advertising Vehicles Inc. – City Bus Marketing**
 - **Spend: \$3,200**
- **Ramp OOP – Staff reimbursement**
 - **Spend: \$1,181.22**



QUESTIONS?

Please contact your EdOps Finance Team:

Jamie Berry

anichols@ed-ops.com

816.444.1530

© EdOps 2017-2025

Payee Type:	Vendor	Check Date	Cleared	Check Tr	Automatic Payment	Checking Account ID:	1	Check Amount
Check Number				Vc	Void Dat Entity ID	Entity Name		
113021088		02/19/2025	X		ALCOZERCON	Alcozer Consulting LLC		5,993.75
113021041		02/05/2025	X		AMERFOOD	American Food and Vending Corp.		73.00
113021052		02/06/2025	X		AMERFOOD	American Food and Vending Corp.		27,271.73
113021069		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		262.50
113021070		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		415.00
113021071		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		73.00
113021072		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		22,447.17
113021094		02/19/2025	X		AMERFOOD	American Food and Vending Corp.		16,121.88
113021115		02/27/2025	X		AMERFOOD	American Food and Vending Corp.		5,185.98
113021081		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		4,375.00
113021082		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		1,699.38
113021083		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		315.00
113021084		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		35.00
113021090		02/19/2025	X		BAKERHOSTE	Baker & Hostetler LLP		13,002.50
113021060		02/07/2025	X		BELOITCOL	Board of Trustees of Beloit College		1,500.00
113021104		02/27/2025	X		BSNSPORTS	BSN Sports LLC		2,635.00
113021036		02/03/2025	X		CASTATED	California State Disbursement Unit		392.00
113021119		02/28/2025	X		CASTATED	California State Disbursement Unit		392.00
113021062		02/10/2025	X		CERTIFIED	Certified Languages International LLC		46.40
113021061		02/10/2025	X		COBBAWAY	Cobbaway LLC		28,132.50
113021102		02/25/2025	X		COMPUTLOG	Computer Logic Group, Inc.		300.00
113021055		02/06/2025	X		CORNIOWA	Cornell College (Iowa)		3,000.00
113021116		02/27/2025	X		CUMULUSME	Cumulus Media, Inc.		800.00
113021117		02/27/2025	X		CUMULUSME	Cumulus Media, Inc.		4,699.00
113021118		02/27/2025	X		CUMULUSME	Cumulus Media, Inc.		4,660.00
113021064		02/10/2025	X		CUSHMAN	Cushman & Wakefield U.S., Inc		249,829.59
113021065		02/10/2025	X		CUSHMAN	Cushman & Wakefield U.S., Inc		2,750.00
113021053		02/06/2025	X		EDOPS	Education Business Solutions Inc		18,833.33
113021095		02/19/2025	X		FIDELITY	Fidelity Investments Institutional Operations Co.,		3,761.42
113021107		02/27/2025	X		FIDELITY	Fidelity Investments Institutional Operations Co.,		1,080.00
113021040		02/05/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		8,151.42
113021051		02/06/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		29,300.27
113021091		02/19/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		7,797.25
113021093		02/19/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		28,189.57
113021122		02/28/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		27,610.53
113021123		02/28/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		6,669.31
113021037		02/03/2025	X		FINKTRUSTE	Richard V. Fink		320.00
113021120		02/28/2025	X		FIRSTSTUDE	First Student, Inc.		76,478.66
113021050		02/06/2025	X		GUARDIAN	The Guardian Life Insurance Co		13,810.45
113021063		02/10/2025	X		HALLERELYS	Elyse Haller		1,012.50
113021098		02/21/2025	X		HEALTHYSOL	Healthy Solutions, Inc.		57.76
113021043		02/05/2025	X		INNOPTIONS	Linda Kirkpatrick		2,395.00
113021105		02/27/2025	X		JACKSONDIL	DiLayah Jackson		75.00
113021077		02/18/2025	X		KCNIGHT	Walden Limousine Service LLC		1,387.50
113021079		02/18/2025	X		KCNIGHT	Walden Limousine Service LLC		1,271.88
113021080		02/18/2025	X		KCNIGHT	Walden Limousine Service LLC		968.75
113021087		02/19/2025	X		KCNIGHT	Walden Limousine Service LLC		1,065.63
113021092		02/19/2025	X		KIAFINANCE	Hyundai Capital America		2,029.16
113021109		02/27/2025	X		KOPALDSE	Seth Kopald		150.00
113021110		02/27/2025	X		KOPALDSE	Seth Kopald		150.00
113021111		02/27/2025	X		KOPALDSE	Seth Kopald		150.00
113021121		02/28/2025	X		LAWUMANSKY	Law Offices of Jay B. Umansky, P.C.		458.40
113021046		02/05/2025	X		LAXTONJOH	Johanna Laxton		700.00
113021101		02/24/2025	X		LAXTONJOH	Johanna Laxton		80.00
113021068		02/11/2025	X		LEXINGTOND	Lexington Diesel Services LLC		64,879.19
113021078		02/18/2025	X		MOETOONS	DeMoraes Townsend dba MoeToons LLC		150.00
113021045		02/05/2025	X		MORGHUNT	Morgan Hunter Education, LLC		1,286.40
113021073		02/13/2025	X		MORGHUNT	Morgan Hunter Education, LLC		1,357.87

113021096	02/19/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,286.40
113021114	02/27/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,011.20
113021056	02/06/2025	X	MOSTATEU	Missouri State University	1,200.00
113021086	02/18/2025	X	NAZARENE	Nazarene Theological Seminary	1,625.00
113021099	02/21/2025	X	NAZARENE	Nazarene Theological Seminary	250.00
113021075	02/13/2025	X	NICHECOM	Niche.com Inc	7,990.00
113021103	02/25/2025	X	OUTFRONTM	Outfront Media Inc	350.00
113021106	02/27/2025	X	OUTFRONTM	Outfront Media Inc	350.00
113021113	02/27/2025	X	PECSPTS	PEC Sports, LLC	910.00
113021058	02/07/2025	X	POWERSCHOO	Severin Intermediate Holdings, LLC	9,463.50
113021066	02/11/2025	X	POWERSCHOO	Severin Intermediate Holdings, LLC	1,599.96
113021054	02/06/2025	X	PRAIRIEUNI	Prairie View A & M University	4,000.00
113021074	02/13/2025	X	PROIQ	ProIQ, LLC	3,059.58
113021031	02/25/2025	X	RAMPCC	RAMP - CC	97,259.16
113021035	02/28/2025	X	RAMPOOP	RAMP - OOP	97.07
113021097	02/21/2025	X	RECFIVLLC	Real Estate Charitable Foundation	73,349.00
113021112	02/27/2025	X	RIVERCITYT	River City T's	157.11
113021047	02/05/2025	X	SCHMIDTJOS	Joseph Schmidt	520.00
113021049	12/18/2024	X	SCHMIDTJOS	Joseph Schmidt	80.00
113021100	02/24/2025	X	SCHMIDTJOS	Joseph Schmidt	80.00
113021108	02/27/2025	X	SEYFERTH	Sevferth Blumenthal & Harris, LLC	63.00
113021042	02/05/2025	X	SPANLANG	Spanish Language Resources, LLC	225.00
113021076	02/14/2025	X	SPEECHLANG	Matthew Braun	5,375.00
113021089	02/19/2025	X	TECHCONNEC	TechConnect KC, LLC	12,000.00
113021067	02/11/2025	X	TRICOMTECH	TriCom Technical Services	26,250.00
113021044	02/05/2025	X	TSCHANGCHI	CHI-YOUNG TSCHANG	2,550.00
113021038	02/03/2025	X	UNICENTMO	University of Central Missouri	4,400.00
113021039	02/03/2025	X	UNICENTMO	University of Central Missouri	1,900.00
113021048	02/05/2025	X	UNITEDHEA	United Healthcare Insurance Company	209.00
113021059	02/07/2025	X	UNITEDHEA	United Healthcare Insurance Company	168,640.19
113021085	02/18/2025	X	UNIVACADE	University Academy	1,400.00
113021057	02/06/2025	X	UNIVKS	State of Kansas	3,500.00

Checking Account ID:

Check Type Total:

Payee Type Total:

Void Total: 0.00 Total without Voids: 1,129,184.80

Void Total: 0.00 Total without Voids: 1,129,184.80

Void Total: 0.00 Total without Voids: 1,129,184.80

Void Total: 0.00 Total without Voids: 1,129,184.80

Pavee Type:	Vendor	Check Date	Cleared	Check T	Automatic Payment	Checking Account ID:	1	Check Amount
Check Number				Vc	Void Dat	Entity ID	Entity Name	
113021031		02/25/2025	X			RAMPCC	RAMP - CC	97,259.16
113021035		02/28/2025	X			RAMPOOP	RAMP - OOP	97.07
113021036		02/03/2025	X			CASTATED	California State Disbursement Unit	392.00
113021037		02/03/2025	X			FINKTRUSTE	Richard V. Fink	320.00
113021038		02/03/2025	X			UNICENTMO	University of Central Missouri	4,400.00
113021039		02/03/2025	X			UNICENTMO	University of Central Missouri	1,900.00
113021040		02/05/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	8,151.42
113021041		02/05/2025	X			AMERFOOD	American Food and Vending Corp.	73.00
113021042		02/05/2025	X			SPANLANG	Spanish Language Resources, LLC	225.00
113021043		02/05/2025	X			INNOPTIONS	Linda Kirkpatrick	2,395.00
113021044		02/05/2025	X			TSCHANGCHI	CHI-YOUNG TSCHANG	2,550.00
113021045		02/05/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,286.40
113021046		02/05/2025	X			LAXTONJOH	Johanna Laxton	700.00
113021047		02/05/2025	X			SCHMIDTJOS	Joseph Schmidt	520.00
113021048		02/05/2025	X			UNITEDHEA	United Healthcare Insurance Company	209.00
113021049		12/18/2024	X			SCHMIDTJOS	Joseph Schmidt	80.00
113021050		02/06/2025	X			GUARDIAN	The Guardian Life Insurance Co	13,810.45
113021051		02/06/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	29,300.27
113021052		02/06/2025	X			AMERFOOD	American Food and Vending Corp.	27,271.73
113021053		02/06/2025	X			EDOPS	Education Business Solutions Inc	18,833.33
113021054		02/06/2025	X			PRAIRIEUNI	Prairie View A & M University	4,000.00
113021055		02/06/2025	X			CORNIOWA	Cornell College (Iowa)	3,000.00
113021056		02/06/2025	X			MOSTATEU	Missouri State University	1,200.00
113021057		02/06/2025	X			UNIVKS	State of Kansas	3,500.00
113021058		02/07/2025	X			POWERSCHOO	Severin Intermediate Holdings, LLC	9,463.50
113021059		02/07/2025	X			UNITEDHEA	United Healthcare Insurance Company	168,640.19
113021060		02/07/2025	X			BELOITCOL	Board of Trustees of Beloit College	1,500.00
113021061		02/10/2025	X			COBBAWAY	Cobbaway LLC	28,132.50
113021062		02/10/2025	X			CERTIFIED	Certified Languages International LLC	46.40
113021063		02/10/2025	X			HALLERELYS	Elyse Haller	1,012.50
113021064		02/10/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	249,829.59
113021065		02/10/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	2,750.00
113021066		02/11/2025	X			POWERSCHOO	Severin Intermediate Holdings, LLC	1,599.96
113021067		02/11/2025	X			TRICOMTECH	TriCom Technical Services	26,250.00
113021068		02/11/2025	X			LEXINGTOND	Lexington Diesel Services LLC	64,879.19
113021069		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	262.50
113021070		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	415.00
113021071		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	73.00
113021072		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	22,447.17
113021073		02/13/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,357.87
113021074		02/13/2025	X			PROIQ	ProIQ, LLC	3,059.58
113021075		02/13/2025	X			NICHECOM	Niche.com Inc	7,990.00
113021076		02/14/2025	X			SPEECHLANG	Matthew Braun	5,375.00
113021077		02/18/2025	X			KCNIGHT	Walden Limousine Service LLC	1,387.50
113021078		02/18/2025	X			MOETOONS	DeMoraes Townsend dba MoeToons LLC	150.00
113021079		02/18/2025	X			KCNIGHT	Walden Limousine Service LLC	1,271.88
113021080		02/18/2025	X			KCNIGHT	Walden Limousine Service LLC	968.75
113021081		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	4,375.00
113021082		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	1,699.38
113021083		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	315.00
113021084		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	35.00
113021085		02/18/2025	X			UNIVACADE	University Academy	1,400.00
113021086		02/18/2025	X			NAZARENE	Nazarene Theological Seminary	1,625.00
113021087		02/19/2025	X			KCNIGHT	Walden Limousine Service LLC	1,065.63
113021088		02/19/2025	X			ALCOZERCON	Alcozer Consulting LLC	5,993.75
113021089		02/19/2025	X			TECHCONNEC	TechConnect KC, LLC	12,000.00
113021090		02/19/2025	X			BAKERHOSTE	Baker & Hostetler LLP	13,002.50
113021091		02/19/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	7,797.25
113021092		02/19/2025	X			KIAFINANCE	Hyundai Capital America	2,029.16

Payee Type:	Vendor	Check Date	Cleared	Check Type	Automatic Payment	Checking Account ID: 1	Check Amount
Check Number				Vc	Void Dat	Entity ID	Entity Name
113021093		02/19/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC
113021094		02/19/2025	X			AMERFOOD	American Food and Vending Corp.
113021095		02/19/2025	X			FIDELITY	Fidelity Investments Institutional Operations Co., Inc.
113021096		02/19/2025	X			MORGHUNT	Morgan Hunter Education, LLC
113021097		02/21/2025	X			RECFIVLLC	Real Estate Charitable Foundation
113021098		02/21/2025	X			HEALTHYSOL	Healthy Solutions, Inc.
113021099		02/21/2025	X			NAZARENE	Nazarene Theological Seminary
113021100		02/24/2025	X			SCHMIDTJOS	Joseph Schmidt
113021101		02/24/2025	X			LAXTONJOH	Johanna Laxton
113021102		02/25/2025	X			COMPUTLOG	Computer Logic Group, Inc.
113021103		02/25/2025	X			OUTFRONTM	Outfront Media Inc
113021104		02/27/2025	X			BSNSPORTS	BSN Sports LLC
113021105		02/27/2025	X			JACKSONDIL	DiLayah Jackson
113021106		02/27/2025	X			OUTFRONTM	Outfront Media Inc
113021107		02/27/2025	X			FIDELITY	Fidelity Investments Institutional Operations Co., Inc.
113021108		02/27/2025	X			SEYFERTH	Seyferth Blumenthal & Harris, LLC
113021109		02/27/2025	X			KOPALDSE	Seth Kopald
113021110		02/27/2025	X			KOPALDSE	Seth Kopald
113021111		02/27/2025	X			KOPALDSE	Seth Kopald
113021112		02/27/2025	X			RIVERCITYT	River City T's
113021113		02/27/2025	X			PECSPORTS	PEC Sports, LLC
113021114		02/27/2025	X			MORGHUNT	Morgan Hunter Education, LLC
113021115		02/27/2025	X			AMERFOOD	American Food and Vending Corp.
113021116		02/27/2025	X			CUMULUSME	Cumulus Media, Inc.
113021117		02/27/2025	X			CUMULUSME	Cumulus Media, Inc.
113021118		02/27/2025	X			CUMULUSME	Cumulus Media, Inc.
113021119		02/28/2025	X			CASTATED	California State Disbursement Unit
113021120		02/28/2025	X			FIRSTSTUDE	First Student, Inc.
113021121		02/28/2025	X			LAWUMANSKY	Law Offices of Jay B. Umansky, P.C.
113021122		02/28/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC
113021123		02/28/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC
Checking Account ID:				Void Total:	0.00	Total without Voids:	1,129,184.80
Check Type Total:				Void Total:	0.00	Total without Voids:	1,129,184.80
Payee Type Total:				Void Total:	0.00	Total without Voids:	1,129,184.80
				Void Total:	0.00	Total without Voids:	1,129,184.80

Pavee Type:	Vendor	Check Tr Automatic Payment			Checking Account ID:	1	
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
113021165	03/13/2025	X			ADSPASURE	Advertising Vehicles Inc	1,600.00
113021166	03/13/2025	X			ADSPASURE	Advertising Vehicles Inc	1,600.00
113021159	03/11/2025	X			AMERFOOD	American Food and Vending Corp.	26,844.93
113021173	03/13/2025	X			AMERFOOD	American Food and Vending Corp.	434.35
113021174	03/13/2025	X			AMERFOOD	American Food and Vending Corp.	17,309.39
113021197	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	289.00
113021198	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	37.50
113021199	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	27,259.99
113021200	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	62.57
113021151	03/06/2025	X			CARPENTERJ	Jamie Carpenter	1,000.00
113021171	03/13/2025	X			CERTIFIED	Certified Lanquages International LLC	37.70
113021204	03/28/2025	X			CHILDRENS	The Children's Mercy Hospital	15,513.89
113021158	03/07/2025	X			COBBAWAY	Cobbaway LLC	28,080.25
113021189	03/20/2025	X			COLLINSSPO	W. L. COLLINS CORP, INC	733.80
113021133	03/03/2025	X			CUMULUSME	Cumulus Media, Inc.	2,085.00
113021134	03/03/2025	X			CUMULUSME	Cumulus Media, Inc.	4,699.00
113021135	03/03/2025	X			CUMULUSME	Cumulus Media, Inc.	800.00
113021172	03/13/2025	X			CURALINC	CuraLinc LLC	1,091.73
113021161	03/12/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	197,198.78
113021168	03/13/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	2,750.00
113021156	03/07/2025	X			DANISALIAH	Isaiah Daniels	2,000.00
113021132	03/03/2025	X			DEPTCIVIL	Department of Civil Records Acct	53.50
113021153	03/06/2025	X			DOLPHUSCHE	Cheyenne Dolphus	3,000.00
113021146	03/06/2025	X			EDOPS	Education Business Solutions Inc	18,833.33
113021191	03/20/2025	X			EDUNOMICS	Georgetown University	3,500.00
113021176	03/13/2025	X			EMBROIDERY	Eddings Enterprises, LLC	272.00
113021177	03/13/2025	X			EMBROIDERY	Eddings Enterprises, LLC	496.00
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
113021186	03/19/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	5,861.07
113021195	03/21/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	28,487.80
113021209	03/31/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	5,367.77
113021141	03/04/2025	X			FINKTRUSTE	Richard V. Fink	320.00
113021162	03/12/2025	X			FIRSTSTUDE	First Student, Inc.	79,334.75
113021144	03/06/2025	X			GUARDIAN	The Guardian Life Insurance Co	14,103.00
113021148	03/06/2025	X			HALLERELYS	Elyse Haller	3,000.00
113021206	03/28/2025	X			HARVARDUNI	President and Fellows of Harvard College	1,750.00
113021136	03/03/2025	X			HUSCHBLA	Husch Blackwell LLP	3,666.00
113021207	03/28/2025	X			INNOPTIONS	Linda Kirkpatrick	3,381.00
113021152	03/06/2025	X			JONESCARPS	Shavanna Jones-Carpenter	3,000.00
113021167	03/13/2025	X			JOSTENS	Jostens Inc	918.95
113021138	03/03/2025	X			KCNIGHT	Walden Limousine Service LLC	2,525.25
113021139	03/03/2025	X			KCNIGHT	Walden Limousine Service LLC	790.50
113021145	03/06/2025	X			KCNIGHT	Walden Limousine Service LLC	1,683.50
113021147	03/06/2025	X			KCNIGHT	Walden Limousine Service LLC	930.00
113021163	03/13/2025	X			KCNIGHT	Walden Limousine Service LLC	1,116.00
113021203	03/27/2025	X			KCNIGHT	Walden Limousine Service LLC	775.00
113021205	03/28/2025	X			KCNIGHT	Walden Limousine Service LLC	871.88
113021178	03/13/2025	X			KIAFINANCE	Hyundai Capital America	668.51
113021179	03/13/2025	X			KIAFINANCE	Hyundai Capital America	675.98
113021180	03/13/2025	X			KIAFINANCE	Hyundai Capital America	684.67
113021183	03/14/2025	X			KOPALDSE	Seth Kopald	150.00
113021155	03/06/2025	X			LATRINAGU	Latrina Brantley	5,000.00
113021157	03/07/2025	X			LEXINGTOND	Lexington Diesel Services LLC	59,155.07
113021154	03/06/2025	X			LONGKENYA	Kenya Williams-Long	3,500.00
113021142	03/04/2025	X			METROCKC	The Junior College District of Metropolitan Kan	3,500.00
113021140	03/03/2025	X			MORGANSTAT	State of Maryland	4,250.00
113021149	03/06/2025	X			MORGHUNT	Morgan Hunter Education, LLC	428.80
113021175	03/13/2025	X			MORGHUNT	Morgan Hunter Education, LLC	640.10

113021192	03/20/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,654.40
113021202	03/27/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,697.33
113021208	03/31/2025	X	NAZARENE	Nazarene Theological Seminary	250.00
113021190	03/20/2025	X	OUTFRONTM	Outfront Media Inc	87.50
113021201	03/27/2025	X	PATRICESCU	Patisserie Patrice LLC	3,600.00
259	03/31/2025		PETTYMICHA	Michael Petty	148.00
113021182	03/14/2025	X	PROIQ	ProIQ, LLC	3,362.72
113021137	03/03/2025	X	QUINN CAR	Carlin Quinn	620.00
113021131	03/25/2025	X	RAMPCC	RAMP - CC	89,636.52
113021130	03/31/2025	X	RAMPOOP	RAMP - OOP	1,181.22
113021188	03/20/2025	X	RECOGNITNP	Audio-VideoGraphics, Inc.	1,416.14
113021150	03/06/2025	X	RIVERCITYT	River City T's	2,036.80
260	03/31/2025		SCHRNIC	Nicholas Schrivener	148.00
113021193	03/21/2025	X	SCRIPSCO	Scripps Media, Inc.	1,000.00
113021194	03/21/2025	X	SCRIPSCO	Scripps Media, Inc.	1,000.00
113021169	03/13/2025	X	SEYFERTH	Seyferth Blumenthal & Harris, LLC	220.50
113021170	03/13/2025	X	SEYFERTH	Seyferth Blumenthal & Harris, LLC	283.50
113021160	03/12/2025	X	SPEECHLANG	Matthew Braun	6,668.75
113021185	03/17/2025	X	TECHCONNEC	TechConnect KC, LLC	12,000.00
113021187	03/20/2025	X	UMKCAR	University of Missouri-Kansas City AR	30.00
113021143	03/06/2025	X	UNITEDHEA	United Healthcare Insurance Company	146,319.98
113021196	03/26/2025	X	UNIVACADE	University Academy	200.00
113021164	03/13/2025	X	UNLABELED	April Schmidt	3,000.00
113021181	03/14/2025	X	YELLOWDOG	Yellow Dog Networks, Inc.	6,427.00
113021184	03/17/2025	X	YELLOWDOG	Yellow Dog Networks, Inc.	8,542.00
				City	

Ewing Marion Kauffman School
04/17/2025 9:35 AM

Check Register by Type

Posted: Journal Code CD; Processing Month 03/2025

Page: 2

User ID: TNULL

Payee Type:	Vendor	Checking Account ID:	1	Void Total:	0.00	Total without Vo	885,352.67
Payee Type:	Vendor	Checking Account ID:	PETTYCASH	Void Total:	0.00	Total without Vo	296.00
		Check Type Total:	Automatic Payment	Void Total:	0.00	Total without Vo	885,648.67
		Payee Type Total:	Vendor	Void Total:	0.00	Total without Vo	885,648.67
		Grand Total:		Void Total:	0.00	Total without Vo	885,648.67

Pavee Type:	Vendor	Check Type: Automatic Payment	Checking Account ID:
Check Number	Check Date	Cleared Void Void Dat Entity ID Entity Name	Check Amount
113021130	03/31/2025	X RAMPOOP	RAMP - OOP 1,181.22
113021131	03/25/2025	X RAMPCC	RAMP - CC 89,636.52
113021132	03/03/2025	X DEPTCIVIL	Department of Civil Records Acct 53.50
113021133	03/03/2025	X CUMULUSME	Cumulus Media, Inc. 2,085.00
113021134	03/03/2025	X CUMULUSME	Cumulus Media, Inc. 4,699.00
113021135	03/03/2025	X CUMULUSME	Cumulus Media, Inc. 800.00
113021136	03/03/2025	X HUSCHBLA	Husch Blackwell LLP 3,666.00
113021137	03/03/2025	X QUINNCR	Carlin Quinn 620.00
113021138	03/03/2025	X KCNIGHT	Walden Limousine Service LLC 2,525.25
113021139	03/03/2025	X KCNIGHT	Walden Limousine Service LLC 790.50
113021140	03/03/2025	X MORGANSTAT	State of Maryland 4,250.00
113021141	03/04/2025	X FINKTRUSTE	Richard V. Fink 320.00
113021142	03/04/2025	X METROCKC	The Junior College District of Metropol City 3,500.00
113021143	03/06/2025	X UNITEDHEA	United Healthcare Insurance Company 146,319.98
113021144	03/06/2025	X GUARDIAN	The Guardian Life Insurance Co 14,103.00
113021145	03/06/2025	X KCNIGHT	Walden Limousine Service LLC 1,683.50
113021146	03/06/2025	X EDOPS	Education Business Solutions Inc 18,833.33
113021147	03/06/2025	X KCNIGHT	Walden Limousine Service LLC 930.00
113021148	03/06/2025	X HALLERELYS	Elyse Haller 3,000.00
113021149	03/06/2025	X MORGHUNT	Morgan Hunter Education, LLC 428.80
113021150	03/06/2025	X RIVERCITYT	River City T's 2,036.80
113021151	03/06/2025	X CARPENTERJ	Jamie Carpenter 1,000.00
113021152	03/06/2025	X JONESCARPS	Shavanna Jones-Carpenter 3,000.00
113021153	03/06/2025	X DOLPHUSCHE	Cheyenne Dolphus 3,000.00
113021154	03/06/2025	X LONGKENYA	Kenya Williams-Long 3,500.00
113021155	03/06/2025	X LATRINAGU	Latrina Brantley 5,000.00
113021156	03/07/2025	X DANISIAH	Isaiah Daniels 2,000.00
113021157	03/07/2025	X LEXINGTOND	Lexington Diesel Services LLC 59,155.07
113021158	03/07/2025	X COBBAWAY	Cobbaway LLC 28,080.25
113021159	03/11/2025	X AMERFOOD	American Food and Vending Corp. 26,844.93
113021160	03/12/2025	X SPEECHLANG	Matthew Braun 6,668.75
113021161	03/12/2025	X CUSHMAN	Cushman & Wakefield U.S., Inc 197,198.78
113021162	03/12/2025	X FIRSTSTUDE	First Student, Inc. 79,334.75
113021163	03/13/2025	X KCNIGHT	Walden Limousine Service LLC 1,116.00
113021164	03/13/2025	X UNLABELED	April Schmidt 3,000.00
113021165	03/13/2025	X ADSPOSURE	Advertising Vehicles Inc 1,600.00
113021166	03/13/2025	X ADSPOSURE	Advertising Vehicles Inc 1,600.00
113021167	03/13/2025	X JOSTENS	Jostens Inc 918.95
113021168	03/13/2025	X CUSHMAN	Cushman & Wakefield U.S., Inc 2,750.00
113021169	03/13/2025	X SEYFERTH	Seyferth Blumenthal & Harris, LLC 220.50
113021170	03/13/2025	X SEYFERTH	Seyferth Blumenthal & Harris, LLC 283.50
113021171	03/13/2025	X CERTIFIED	Certified Languages International LLC 37.70
113021172	03/13/2025	X CURALINC	CuraLinc LLC 1,091.73
113021173	03/13/2025	X AMERFOOD	American Food and Vending Corp. 434.35
113021174	03/13/2025	X AMERFOOD	American Food and Vending Corp. 17,309.39
113021175	03/13/2025	X MORGHUNT	Morgan Hunter Education, LLC 640.10
113021176	03/13/2025	X EMBROIDERY	Eddings Enterprises, LLC 272.00
113021177	03/13/2025	X EMBROIDERY	Eddings Enterprises, LLC 496.00
113021178	03/13/2025	X KIAFINANCE	Hyundai Capital America 668.51
113021179	03/13/2025	X KIAFINANCE	Hyundai Capital America 675.98
113021180	03/13/2025	X KIAFINANCE	Hyundai Capital America 684.67
113021181	03/14/2025	X YELLOWDOG	Yellow Dog Networks, Inc. 6,427.00
113021182	03/14/2025	X PROIQ	ProIQ, LLC 3,362.72
113021183	03/14/2025	X KOPALDSE	Seth Kopald 150.00
113021184	03/17/2025	X YELLOWDOG	Yellow Dog Networks, Inc. 8,542.00
113021185	03/17/2025	X TECHCONNEC	TechConnect KC, LLC 12,000.00
113021186	03/19/2025	X FIDWORKPL	Fidelity Workplace Investing LLC 5,861.07
113021187	03/20/2025	X UMKCAR	University of Missouri-Kansas City AR 30.00

Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID:			
Check Number	Check Date	Cleared	Void	Void Dat	Entity ID	Entity Name	Check Amount	
113021188	03/20/2025	X			RECOGNITNP	Audio-VideoGraphics, Inc.	1,416.14	
113021189	03/20/2025	X			COLLINSPO	W. L. COLLINS CORP, INC	733.80	
113021190	03/20/2025	X			OUTFRONTM	Outfront Media Inc	87.50	
113021191	03/20/2025	X			EDUNOMICS	Georgetown University	3,500.00	
113021192	03/20/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,654.40	
113021193	03/21/2025	X			SCRIPPSCO	Scripps Media, Inc.	1,000.00	
113021194	03/21/2025	X			SCRIPPSCO	Scripps Media, Inc.	1,000.00	
113021195	03/21/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	28,487.80	
113021196	03/26/2025	X			UNIVACADE	University Academy	200.00	
113021197	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	289.00	
113021198	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	37.50	
113021199	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	27,259.99	
113021200	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	62.57	
113021201	03/27/2025	X			PATRICESCU	Patisserie Patrice LLC	3,600.00	
113021202	03/27/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,697.33	
113021203	03/27/2025	X			KCNIGHT	Walden Limousine Service LLC	775.00	
113021204	03/28/2025	X			CHILDRENS	The Children's Mercy Hospital	15,513.89	
113021205	03/28/2025	X			KCNIGHT	Walden Limousine Service LLC	871.88	
113021206	03/28/2025	X			HARVARDUNI	President and Fellows of Harvard Coll	1,750.00	
113021207	03/28/2025	X			INNOPTIONS	Linda Kirkpatrick	3,381.00	
113021208	03/31/2025	X			NAZARENE	Nazarene Theological Seminary	250.00	
113021209	03/31/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	5,367.77	
Checking Account ID:			1		Void Total:		0.00	Total wi: 885,352.67
Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID:			
Check Number	Check Date	Cleared	Void	Void Dat	Entity ID	Entity Name	Check Amount	
259	03/31/2025				PETTYMICHA	Michael Petty	148.00	
260	03/31/2025				SCHRNIC	Nicholas Schrivener	148.00	
Checking Account ID:		PETTYCASH			Void Total:		0.00	Total wi: 296.00
Check Type Total:		Automatic Payment			Void Total:		0.00	Total wi: 885,648.67
Payee Type Total:		Vendor			Void Total:		0.00	Total wi: 885,648.67
Grand Total:					Void Total:		0.00	Total wi: 885,648.67

Updated Paid FMLA Policy
To be approved by the Board in May 2025

Paid vs. Unpaid FMLA Leave

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

~~in the following circumstances of qualified FMLA leave, the Kauffman School will offer paid leave in the amounts and for the durations listed below:~~

Type of Qualified FMLA Leave	Hours of Paid Time Off
Maternity, Paternity, Adoption	20 days/160 Hours paid at 100% 40 days/320 Hours paid at 50%
Leave for the Employee's Own Serious Medical Condition	20 days/160 Hours paid at 100% 40 days/320 Hours paid at 50%

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

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

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

During FMLA leave, outside employment is prohibited.

Note: EMKS holidays and other planned school breaks do not count towards FMLA time off. Unplanned school breaks, such as snow days, **do** count towards FMLA time off.

Work Hours

It is critical that staffing levels are sufficient in advance of student arrival, while students are on campus, and through student dismissal. Sufficient staffing levels support student safety, student learning, family support, and effective execution of systems and procedures that ensure a successful school day.

Under a standard EMKS employment agreement, team members are expected to be available for work from 7:00 AM – 5:00 PM, Monday through Friday. In other words, a team member assigned to work a standard schedule could be assigned responsibilities as early as 7:00 AM or as late as 5:00 PM, Monday through Friday.

That being said, team members will not be held accountable for beginning work before their earliest assigned responsibility. For example:

- A teacher whose school team huddle is at 7:15 AM on a given day would be expected to begin work at 7:15 AM; if this teacher arrived to huddle after 7:15 AM on this day, they would be considered late to work.
- A teacher whose school team huddle is at 7:00 AM on a given day would be expected to begin work at 7:00 AM; if this teacher arrived to huddle after 7:00 AM on this day, they would be considered late to work.
- An administrative team member whose first responsibility begins at 7:05 AM on a given day would be expected to begin work at 7:05 AM; if this administrative team member was not present to fulfill this responsibility at 7:05 AM, they would be considered late to work.
- An administrative team member whose first responsibility begins at 7:40 AM on given day would be expected to begin work at 7:40 AM; if this administrative team member was not present to fulfill this responsibility at 7:40 AM, they would be considered late to work.

Team members will not be held accountable for remaining at work beyond their latest assigned responsibility. For example:

- A teacher who has a meeting scheduled from 4:15-5:00 PM on a given day would be expected to remain working until 5:00 PM.
- A teacher whose last responsibility ends at the conclusion of dismissal at 4:15 PM on a given day would be permitted to stop working at 4:15 PM.
- Administrative team members, given their job responsibilities, are generally expected to remain working until 5:00 PM. Day-by-day exceptions may be granted by the administrative team member's manager based on the team member's responsibilities on that day.

Any team member who cannot consistently meet these work hour expectations must be approved for an adjusted schedule. Adjusted schedules, defined in the next section, must be approved in consultation with the Director of Human Resources by the Principal Manager or the Chief Operating Officer.

~~11-month team members are expected to be on-site and available for work from 7:00 AM — 5:00 PM on Monday — Thursday and 7:00 AM — 4:15 PM on Friday, and 12-month team members are expected to be on-site and available for work from 7:00 AM — 5:00 PM Monday — Friday. Adjusted schedules, defined in the next section, must be approved in consultation with the Director of Human Resources by the Principal Manager or the Chief Operating Officer.~~

Adjusted Schedules

To ensure equity and consistency in the approval of adjusted scheduled, we have defined the following policy and procedure which will be implemented beginning in the 2025-26 school year.

An adjusted schedule is defined as being approved to consistently begin work after or end work before one's colleagues in comparable positions with comparable responsibilities for reasons outside of those covered by FMLA or ADA policies.

Given the impact of adjusted schedules on the day-to-day operations of the school, adjusted schedules are approved out of necessity rather than preference. To demonstrate necessity, a team member requesting an adjusted schedule must submit a written request to Human Resources using the designated request form. To assert the necessity of an adjusted schedule, the team member must submit documentation. Documentation may include but is not necessarily limited to the business hours of the team member's child's daycare or school.

Requests will expire at the end of each school year and must be resubmitted for approval annually. It is generally preferred that requests for adjusted schedules be submitted prior to the team member signing an employment agreement for the following school year.

If the adjusted schedule is deemed to create an undue hardship on EMKS, the team members' salary may be adjusted or expectations outside of the on-site work day may be defined to account for the shorter on-site work day.

Team members who are working on adjusted schedules approved prior to the 2025-26 school year will be asked to document their request for an adjusted schedule in 2025-26 but will otherwise be exempted from these policy requirements in 2025-26.

Inclement Weather – Staff Work Expectations

Kauffman School cancellations and Alternative Methods of Instruction (AMI) days will be reported to local television outlets and communicated via Kauffman School social media accounts as far in advance of the calendar or schedule change as possible. Staff will also be notified of school cancellations and AMI days via email.

On days in which school is cancelled for inclement weather:

- 11-month team members:

- o will not be expected to teach
- o may be asked to attend virtual meetings during their contracted hours
- o may be asked to attend virtual or in-person professional development during their contracted hours
- o will be held accountable to all applicable deadlines unless otherwise communicated by school leadership

- 12-month team members:

- o will be expected to work during their contracted hours, either in person or virtual, as communicated by the COO
- o will be expected to participate in all scheduled meetings, either in person or virtual, as communicated by the COO
- o will be expected to attend all scheduled professional development, either in person or virtual, as communicated by the COO
- o may be asked to take on special projects in place of the responsibilities that would have been assigned if in-person school were held

On AMI days:

- 11-month team members:

- o will be expected to either teach through synchronous instruction via Zoom or provide as-needed academic support to students and families via Zoom during their contracted hours and in accordance with their grade level AMI day plan
- o may be asked to attend virtual meetings during their contracted hours
- o may be asked to attend virtual or in-person professional development during their contracted hours
- o will be held accountable to all applicable deadlines unless otherwise communicated by school leadership

- 12-month team members:

- o Will be expected to work their contracted hours, either in person or virtual, as communicated by the COO
- o will be expected to participate in all scheduled meetings, either in person or virtual, as communicated by the COO
- o will be expected to attend all scheduled professional development, either in person or virtual, as communicated by the COO

- may be asked to take on special projects in place of the responsibilities that would have been assigned if in-person school were held
- may be asked to take on responsibilities in support of the school's AMI plan

~~11-month team members will not be expected to report to work when school is cancelled. However, 11-month team members will still be held accountable to any applicable deadlines unless otherwise communicated by school leadership.~~

~~12-month exempt and non-exempt team members are expected to report to work during their contracted hours even when school is cancelled, unless the COO communicates otherwise. In the case that 12-month exempt and non-exempt team members are not expected to report to work, they will be expected to work from home and participate in meetings via conference calls.~~

If an ~~12-month~~ exempt team member is unable to meet defined work expectations, they will be required to take PTO (if available) or unpaid leave (if PTO is exhausted).

If a ~~12-month~~ non-exempt team member is unable to meet defined work expectations, they will not be paid for the time they did not work.