

**ACADEMY FOR INTEGRATED ARTS
BOARD of DIRECTORS MEETING
MINUTES**

July 22, 2021

4:00 p.m.

7910 Troost Ave., Kansas City, Missouri

This was a virtual meeting held via Zoom.

Present: Emily Brown, Secretary
Lynne Brown, Chairman
Peter Brown, Member
Linda Edwards, Member
Brad Epsten, Vice President
Cara Newell, Treasurer
Janice Small, Member
Jennifer Waddell, Member

Also Present: Tricia DeGraff, Executive Director
Karren Colbert, Principal
Phoebe Bassue, Operations

I. CALL TO ORDER AND ROLL CALL

Lynne Brown called the meeting to order at 4:04

II. FINANCIAL REPORT

Budget report-Cara Newell (attachment)

III. CONSENT AGENDA ITEMS

- Approval of the minutes from the June 24, 2021 board meeting with the following amendments: two of the future dates of upcoming board meetings were misstated- August 26 and September 23 are the correct dates.
- Approval of the warrant list (check registry and purchasing card record)
- Approval of the financial report
Motion: Peter Brown
Second: Brad Epsten
Vote: 8-0

IV. ACTION ITEMS

- Approval of the Student Handbook;
- Approval of the Employee Handbook;
- Approval of revision to Board Policy 4.11: Sick Leave and Personal Leave Policy:
Motion: Cara Newell
Second: Emily Brown

Vote: 8-0

- Approval to hire Chayla Cheadle, Physical Education Teacher:
Motion: Jennifer Waddell
Second: Brad Epsten
Vote: 8-0
- Approval of contract with Innovare (see June 24th Education Committee report)
Motion: Education Committee
Vote: 8-0

V. EXECUTIVE DIRECTOR'S REPORT

- Monthly Update -Tricia DeGraff (attachment)
Discussion of **Charter Renewal Timeline and next steps, and Safe Return to In-Person Instruction and Continuity of Services Plan (SRCSP).**
- Tricia stated that two vendors responded to the RFP for food service. Phoebe explained that only one vendor completed the RFP correctly, thus they recommend that we select the vendor that completed the RFP correctly, American Dining Creations.

Motion to amend the agenda to include approval of this RFP: Jennifer Waddell
Second: Janice Small
Vote: 8-0

Motion to approve American Dining Creations for a 5 year contract through school year 2026: Jennifer Waddell
Second; Linda Edwards
Vote: 8-0

VI. DISCUSSION ITEMS/COMMITTEE REPORTS

- Education Committee met on July 19th (attachments)
- Audit/Finance met on July 21st (attachment)
- Governance Committee met on July 21 (attachment)

VII. NEW BUSINESS

VIII. EXECUTIVE SESSION

None

IX. ADJOURNMENT

Motion to adjourn: Jennifer Waddell
Second: Janice Small
Vote: 8-0

Meeting adjourned at 5:01 p.m.
Next Board Meeting is on August 26, 2021 at 4:00 p.m.

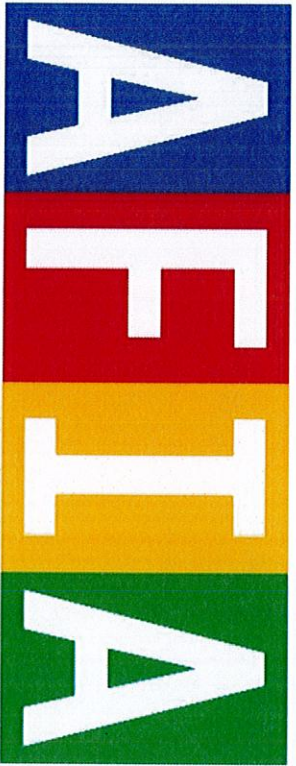
Respectfully submitted,



Emily Brown
Secretary

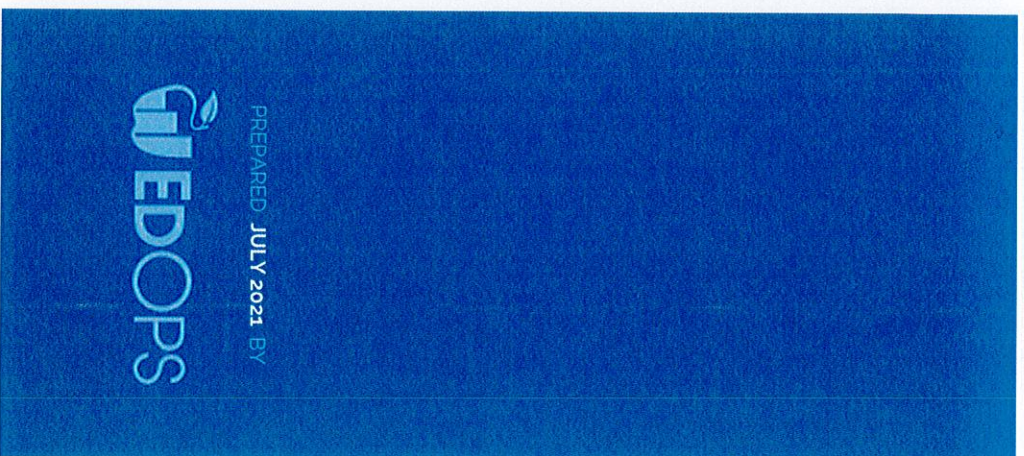


Lynne Brown
Chairman



Academy for Integrated Arts

June 2021 Financials



Contents



- Executive Summary
- Key Performance Indicators
- Forecast Overview
- Forecast v. Budget Variance This Year
- Annotated Financials
- Monthly Financials
- FY22 Budget updated with FY21 Actuals

Executive Summary



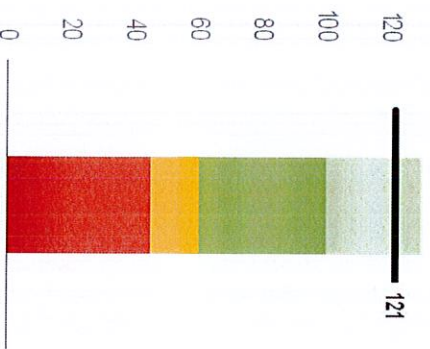
- With the revenue of \$3,678,000 and expenses of \$3,443,000, the school concludes the FY21 with an annual net income of \$235,000. This is \$506,000 better than budgeted.
- The ending cash balance of FY21 is \$1,150,000 and is equivalent to 121 days of cash.

Key Performance Indicators



Days of Cash

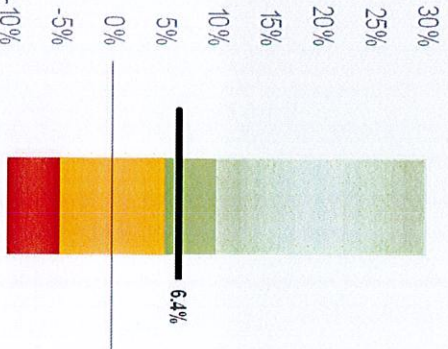
Cash balance at year-end divided by average daily expenses



121 DAYS OF CASH AT YEAR'S END
 The school will end the year with 121 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue



6.4% GROSS MARGIN
 The forecasted net income is \$235k, which is \$506k above the budget. It yields a 6.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



32.73% AT YEAR'S END
 The school is projected to end the year with a fund balance of \$1,150,000.

Forecast Overview



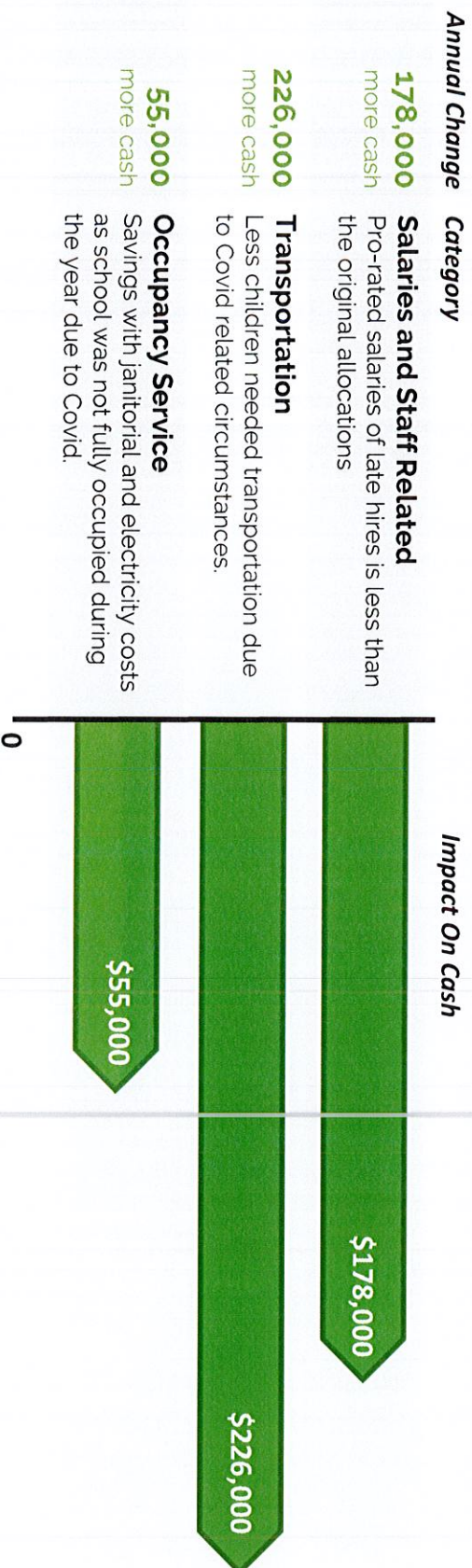
	Actual	Budget	Variance	Variance Graphic
Revenue	\$3.7m	\$3.7m	\$3k	
Expenses	\$3.4m	\$3.9m	\$503k	
Net Income	\$235k	-\$271k	\$506k	

Comments

KCPS MOU revenue offset any shortage in the state or federal revenue.

This surplus is driven by the savings with the students' transportation, salaries & benefits of the staff, & occupancy services.

Forecast v. Budget Variance This Year



Annotated Financials

	Year-To-Date		
	Actual	Budget	Variance
Revenue			
Local Revenue	458,072	310,154	147,917
Donations	318,533	409,500	(90,967)
State Revenue	2,252,073	2,287,243	(35,169)
Federal Revenue	649,645	668,373	(18,729)
Total Revenue	3,678,323	3,675,270	3,053
Expenses			
Salaries	1,665,115	1,798,491	133,376
Benefits and Taxes	465,690	480,593	14,903
Staff-Related Costs	41,507	71,560	30,053
Rent	300,000	300,000	-
Occupancy Service	224,941	280,274	55,332
Student Expense, Direct	283,934	302,829	18,895
Student Expense, Indirect	196,618	247,699	51,081
Office & Business Expense	160,081	132,996	(27,085)
Transportation	105,611	331,575	225,964
Total Ordinary Expenses	3,443,497	3,946,016	502,519
Net Operating Income	234,826	(270,746)	505,572
Extraordinary Expenses			
Capital Expenditures	-	-	-
Total Extraordinary Expenses	-	-	-
Total Expenses	3,443,497	3,946,016	502,519
Net Income	234,826	(270,746)	505,572
Cash Flow Adjustments	18,949	-	18,949
Change in Cash	253,775	(270,746)	524,521

1 REVENUE: \$3K AHEAD

1. Receipt of KCPS MOU was more than expected. This was offset somewhat by less donations than expected

2 EXPENSES: \$503K AHEAD

1. Pro-rated salaries of late hires was less than the allocations

2. We initially allocated budget for staff PD travel which did not happen in FY21

3. Savings in janitorial and electricity costs as school was not fully occupied during the year due to Covid.

4. Budget planned for computers to lease over 3 years instead computers were purchased as terms were more favorable

5. The cost of purchasing covid-19 testing kits was not included in the budget.

6. Less students needed transportation due to Covid related circumstances.

3 NET INCOME: \$506K ahead

Monthly Financials

	Actual												TOTAL	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Income Statement														
Revenue														
Local Revenue	18,957	93,226	23,596	24,721	26,382	23,489	18,824	133,106	24,201	21,197	27,320	23,053	458,072	
Donations	38,000	125,754	14,500	22,000	15,008	7,175	25,000	8,146	4,000	26,200	30,530	2,220	318,533	
State Revenue	106,899	192,761	173,877	174,918	180,720	185,202	186,147	193,265	233,757	227,420	186,819	210,287	2,252,073	
Federal Revenue	22,173	24,324	12,373	21,692	60,868	86,354	10,353	14,856	55,738	28,074	243,490	69,350	649,645	
Total Revenue	186,030	436,066	224,346	243,332	282,978	302,220	240,325	349,373	317,696	302,891	488,159	304,910	3,678,323	
Expenses														
Salaries	144,838	130,349	130,171	125,037	133,080	140,667	133,093	136,597	132,190	176,685	136,855	145,554	1,665,115	
Benefits and Taxes	35,861	38,138	37,257	33,903	39,335	36,569	37,897	37,301	41,249	39,413	54,394	34,375	465,690	
Staff-Related Costs	1,522	1,753	291	2,405	3,084	3,387	198	2,337	1,420	2,384	4,372	18,353	41,507	
Rent	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000	
Occupancy Service	15,158	20,394	15,207	12,516	17,175	20,959	17,003	20,776	21,664	21,072	19,090	23,928	224,941	
Student Expense, Direct	4,254	27,685	18,467	45,301	26,514	8,554	24,812	25,622	10,296	11,274	30,053	51,102	283,934	
Student Expense, Indirect	22,738	13,728	21,153	16,170	17,146	19,302	10,854	16,921	14,515	12,804	20,246	11,043	196,618	
Office & Business Expense	11,367	13,606	12,126	1,607	15,066	13,066	14,213	12,613	9,129	15,118	16,054	26,117	160,081	
Transportation	0	0	0	9,803	10,599	7,924	6,129	9,535	7,456	16,378	0	37,818	105,611	
Total Ordinary Expenses	260,738	270,654	259,671	271,740	286,968	275,428	269,199	286,701	262,918	320,128	306,063	373,290	3,443,497	
Total Expenses	260,738	270,654	259,671	271,740	286,968	275,428	269,199	286,701	262,918	320,128	306,063	373,290	3,443,497	
Net Income	-74,709	165,412	-35,325	-28,408	-3,991	26,792	-28,874	62,672	54,778	-17,237	182,096	-68,380	234,826	
Cash Flow Adjustments	0	-141	-46	0	18,117	935	2,641	-16,374	143	16,816	-16,816	13,675	18,949	
Change in Cash	-74,709	165,271	-35,371	-28,409	14,126	27,727	-26,233	46,297	54,921	-421	165,281	-54,705	253,775	

AFIA FY22 Final Budget					
	Actual 20-21	Budget 21-22	More than (Less than) Last Year		
Revenue					
Local Revenue	282,435	284,835	\$	2,400	
State Revenue	2,252,073	2,299,644	\$	47,571	
Federal Revenue	649,645	1,060,335	\$	410,690	\$426K more ESSER funding
Private Grants and Donations	318,533	420,000	\$	101,467	
Earned Fees	175,637	-	\$	(175,637)	Assuming no KCPS MOU
Total Revenue	3,678,323	4,064,814	\$	386,491	
Operating Expense					
Salaries	1,665,115	2,215,648	\$	550,533	Additional human resources to address needs of students and existing staff
Benefits and Taxes	465,690	617,065	\$	151,375	
Staff-Related Costs	42,322	49,912	\$	7,590	
Rent	300,000	300,000	\$	-	
Occupancy Service	202,824	271,273	\$	68,449	Janitorial - full year of fully occupied building
Student Expense, Direct	302,670	310,457	\$	7,788	
Student Expense, Indirect	177,882	193,400	\$	15,518	
Office & Business Expense	181,384	192,258	\$	10,874	
Transportation	105,611	282,041	\$	176,430	Full year of onsite learning
Total Expenses	3,443,497	4,432,054	\$	988,557	
Net Income (Loss)	234,826	(367,240)	\$	(602,066)	



Academy for Integrated Arts

Executive Director's Report

July 22, 2021

2020-2021 Enrollment

2020 - 2021 Enrollment as of

Grade	waitlist	8/25	9/21	10/20	12/7	1/25	2/22	3/19	4/16	5/20	6/2
PK	60	13	12	12	12	12	12	12	12	12	12
TK	0	4	3	3	3	3	3	3	3	3	3
K	5	44	45	45	44	44	44	44	44	44	44
1 st	24	47	46	46	45	44	44	42	42	42	42
2 nd	6	40	39	43	42	42	42	41	41	41	41
3 rd	8	43	42	42	42	42	42	40	40	40	40
4 th	34	28	28	28	27	27	27	27	27	27	27
5 th	30	25	24	24	22	22	22	23	23	23	23
6 th	5	20	20	20	20	20	20	20	20	20	20
Total	173	264	259	263	257	256	256	252	252	252	252

*We will potentially receive funding for about 10 of our 13 PK students.

2021 - 2022 Enrollment Status as of July 19, 2021

Status	PK	TK	K	1	2	3	4	5	6	Total
Offered	0	0	2	0	0	0	2	1	2	7
Accepted	0	0	4	1	0	1	1	0	0	7
Reg in Progress	4	2	6	0	1	0	0	0	0	13
Reg Complete	4	1	8	0	1	1	1	0	0	16
Reg Verified	4	1	9	4	2	5	3	1	0	29
Current AFIA Students	0	0	11	41	38	35	34	25	16	200
Total	12	4	40	46	42	42	41	27	18	272
Waitlisted	53	0	0	19	10	9	6	11	8	121
Declined	0	3	32	4	8	5	3	1	4	60

Staffing Updates

Not returning to AFIA:

- 4 full-time teachers
- 3 part-time teachers (interventionists and PE teacher)
- 1 assistant teacher

New hires:

- 5 classroom teachers
- 4 full-time support staff (interventionist, enrichment, and two student support)
- PE teacher

Still need to hire:

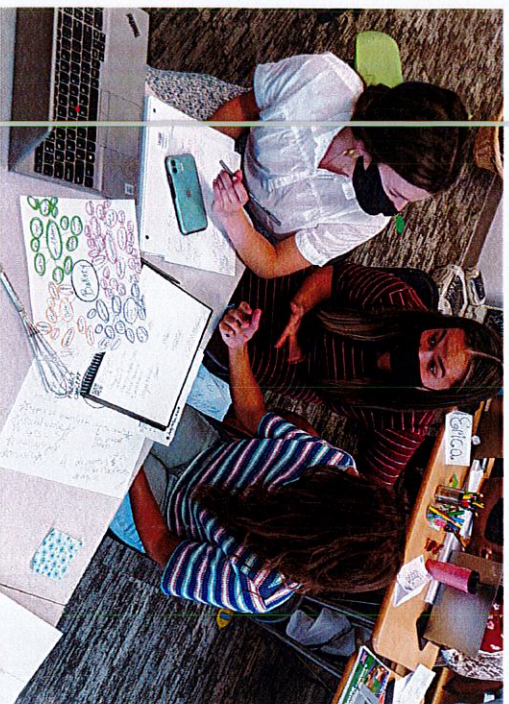
- Additional support staff for in-house substitute teachers and extended day
- Co-teachers (this will be more difficult at this time, but will look at hiring December graduates)

Facilities Update

- We anticipate painting the primary hallway in the next two weeks
- We will add TVs to the primary hallway as the Team Boards in that hallway are beginning to need to be replaced (they are over 7 years old).

General Updates

- Our Instructional Leadership team held our annual retreat on July 13 - 15. This team is comprised of our administrative team and teacher leaders. During this retreat our team reflected on the past school year and engaged in action planning for the upcoming school year.
- On July 19th, AFIA's returning teachers engaged in math curriculum work led by AFIA's principal, Karren Colbert.
- On July 20 and 21, over 20 AFIA staff members participated in Project Approach training at AFIA. This training is being led by Dr. Karrie Snider. Both experienced and new teachers are participating in this training.
- The Safe to Return Task Force will meet to discuss the CDC's updated guidance and determine any necessary updates to our [Safe Return to In-Person Instruction and Continuity of Services Plan \(SRCSP\)](#).



Grants and Partnership Updates

- Missouri Arts Council Grant - We concluded the project, *Dance Residency to Support Arts Integration* with teaching artist Harlan Brownlee. We appreciate the support of the MO Arts Council for this project and are grateful for all that we learned from Harlan. Here is an excerpt from the final report:

When asked the open-ended question: *What changes did you see in your students' academics and/or behaviors due to the professional development experiences provided?* Teachers responded with:

- “Engagement levels were higher, critical thinking was stronger and higher-level, students had more choice in their learning and representation of knowledge and understanding”.
- “Students were more excited and engaged in the learning experiences and took more ownership over their learning”.
- “In the beginning, students were a little nervous or embarrassed to dance in front of each other. After a couple morning meetings and vocabulary word practices, they really started to ease up on the negative thoughts of dancing in front of each other that they had before. They became more confident and engaged”.
- “Higher engagement, connection with each other, joy!”

Grants and Partnership Updates

- Sherman Family Foundation - AFIA was awarded a grant to support the work of Literacy Lab at AFIA. This will be our fourth year working in partnership with Literacy Lab. Literacy Lab tutors will deliver interventions to students in grades K - 3rd grade.
- School Smart KC - AFIA is moving to a new student information system. SSKC has supported this work through technical and financial support.

Renewal Updates

- AFIA's renewal committee will consist of board members, AFIA's leadership team, teachers and families.
- There will be a School Quality Review (SQR) visit in September that will include a board focus group. When the dates are finalized, I will share this information.
- The board members who are on the renewal committee will meet with our sponsor in mid-August to discuss one of the elements we must include in our charter renewal application: Governance Succession Planning.

Upcoming Board Opportunities

- New Staff Event: July 27 at 4PM at Summit Grill
- Back to School Breakfast: August 5th at 9 AM at AFIA
- First Day of School: August 18th at 7:40 AM

Data Presentation

AFIA Board Meeting
Education Report
July 22, 2021

AFIA Family Engagement Data

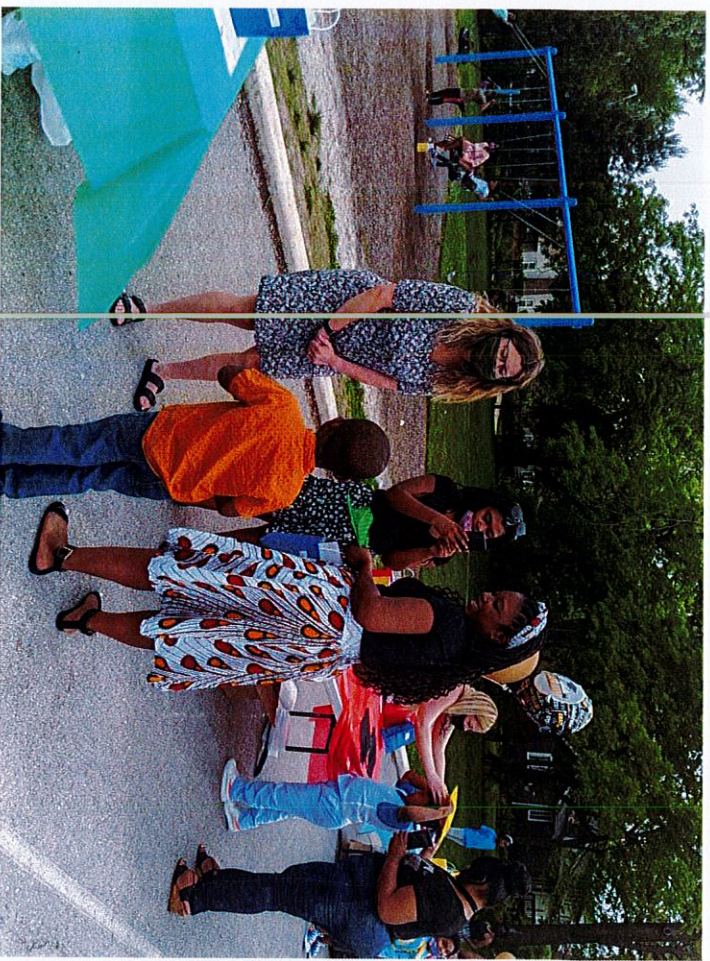
2020-2021



Family Engagement Goal

Statement
(from AFIA Goals & Objectives
Strategic Plan)

Partner with families in meeting the needs of the whole child and ensure that families feel heard and valued in the school community.



Family Engagement: Board Policy Objectives

- Over 80% of AFIA families will participate in family teacher conferences*
 - held in October and February
- Scores on the parent satisfaction survey will average a 4 out of 5-point Likert scale*
 - Measurement Tool: Advanced Questionnaire survey
- AFIA will solicit and analyze family feedback and utilize this data in creating policy and informing decisions related to academics and school climate.
- AFIA is participating in the Equity in Schools cohort with Beloved Community. As a part of this, we will conduct an Equity Audit of our entire campus and develop a multi-year Equity Work Plan. We will potentially add policy objectives based on this work.

*These goals are based on the performance contract

Family Engagement: Family Teacher Conferences

- Over 80% of AFIA families will participate in family teacher conferences*
 - held in October and February

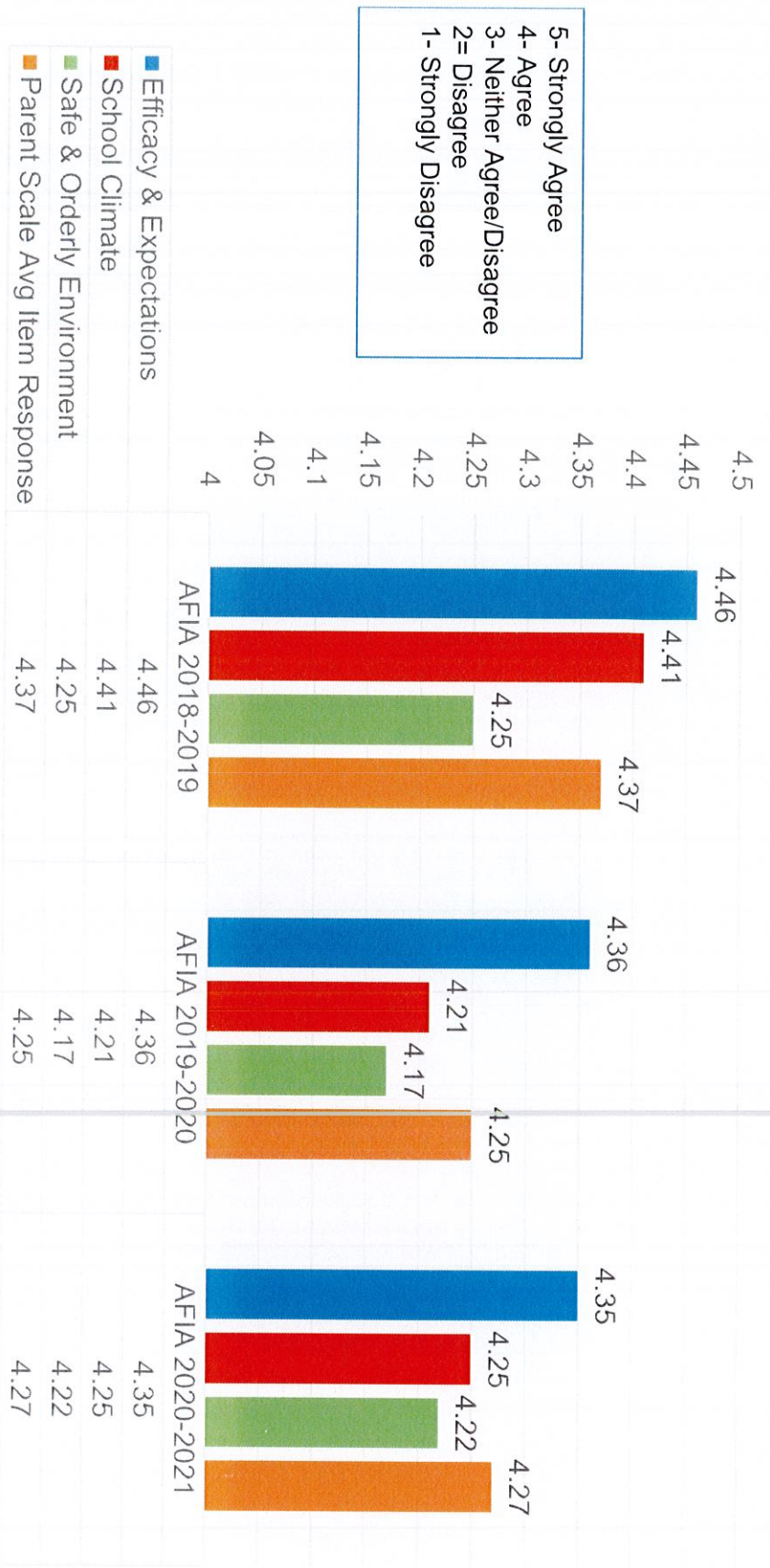
Parent Teacher Conference Data 2020-2021

PK/K	Teacher Name	October	March
		2020	2021
		Percentage Completed	Percentage Completed
1st grade	Teacher 1	90.48%	85.96
	Teacher 2	85%	
	Teacher 3	95.65%	
2nd grade	Teacher 4	100%	75%
	Teacher 5	96.30%	
	Teacher 6	82.61%	
3rd grade	Teacher 7	100%	96.43
	Teacher 8	90%	
	Teacher 9	100%	
4th grade	Teacher 10	81.82%	94.74
5th grade	Teacher 11	95.23%	100
6th grade	Teacher 12	90.48%	90
	Arica Miller	95.65%	n/a
	School-Wide	91.95%	87.68

Family Engagement: Parent Satisfaction Survey

- Scores on the parent satisfaction survey will average a 4 out of 5-point Likert scale*
 - Measurement Tool: Advanced Questionnaire survey

AFIA Advance Questionnaire Item Average- Parent Categories



ACADEMY FOR INTEGRATED ARTS FINANCE COMMITTEE MEETING MINUTES

July 16, 2021

The meeting was held via Zoom. In attendance: Tricia DeGraff, Peter Brown, Paul Greenwood, Rex Rajkumar and Cara Newell

I. Call to order.

II. Review of Year End Financial Results

("FY" = "Fiscal Year")	FY 20-21 Budget	FY 20-21 Actual	Positive Variance
Revenue	3,675,000	3,678,000	3,000
Expense	3,946,000	3,443,000	503,000
Net Income (Loss)	(271,000)	234,000	506,000
Ending cash	644,000	1,150,000	506,000
Days of Cash	57	121	64

Revenue: In total on budget. Receipt of more KCPS MOU was offset somewhat by less donations than expected. State and Federal revenue on budget. As AFIA's experience and understanding of these two revenue streams evolve, budgeting process becomes better informed.

Expenses: Significantly under budget. Salary and related staffing \$178,000: Some positions were not filled at all and some were only filled for part of the year. Transportation: \$226,000: Less children needed transportation due to circumstances related to Covid.

Review of Cash Disbursements report

Cash disbursements report (aka check register and purchase card report) was reviewed. All expenditures appear to be in order.

III. Review of 2021-2022 budget

The 2021-2022 budget was approved by full board at meeting on June 24. FY 2021 ended as forecasted. There is nothing in the closure of FY 2021 that would impact FY 2022 budget.

IV. Review of "ESSER Funds and Role of the Board" presented by MCPSA on June 24, 2021

Amounts involved:

- FY 20-21 ESSER I received \$140,000.
- FY 21-22 ESSER II allocation \$543,000.
- FY 22-21 ESSER III prelim allocation \$1,153,000.

Purpose:

- ESSER I and II generally designed to keep schools running during the pandemic and assisting with returning students to the classroom.
- ESSER III funds differ in that 20% must be specifically used to address learning loss.

ACADEMY FOR INTEGRATED ARTS FINANCE COMMITTEE MEETING MINUTES

July 16, 2021

IV. Review of “ESSER Funds and Role of the Board” presented by MCPSA on June 24, 2021 (continued)

Important considerations and how we are addressing (or will address) them

Consideration	How addressed
Public expects transparency.	<ul style="list-style-type: none"> Continued robust reporting of detailed financial and operational data that is posted as required by our sponsor and DESE (both publicly accessible). Links to this data also included on website.
Board should expect public scrutiny	<ul style="list-style-type: none"> Continue careful deployment of funds in the most effective and appropriate way. Continue review of coding to ensure we have an accurate and detailed accounting of all expenditures. Continue to obtain and maintain proper detailed supporting documents for all expenditures. Continue our cooperative and responsive relationship with auditor providing them all requested data and access to records needed to complete their audit and issue their report in a timely manner.
Stakeholders should be involved regarding use of funds and in developing required plans	<ul style="list-style-type: none"> ESSER Funds required a “Safe Return and Continuity of Service Plan.” The Return to School Task Force, who reviews and provides feedback on this plan, includes board members, school leadership and faculty, parents, and Children’s Mercy Hospital representative. ESSER III fund also requires an “ARP ESSER Application and Plan” that is developed in consultation with stakeholders. AFIA will include the board, school leadership, faculty, parents and the greater community, as warranted, in its development.
ESSER III plan must address how school will provide for the academic, social, emotional, and mental health needs of students and staff.	<ul style="list-style-type: none"> AFIA will ensure plan includes this. Already FY 21-22 budget – includes funds to hire more teachers and support staff to address current acute pandemic-related needs of students and existing teachers while simultaneously evaluating possible co-teaching model.
School should consider how to use funds in ways that build short/long term capacity and be sustained in future.	<ul style="list-style-type: none"> As suggested, we are in process of developing multi-year financial plan in consultation with Education Committee.

V. Schedule of Finance Committee meetings for 2021-2022.

Our next meeting is scheduled for Thursday, August 19 at 8:30 a.m. at AFIA. Remaining schedule (all at 8:30 and at AFIA) In 2021: September 16; October 21; November 18; December 16. In 2022: January 20; February 17; March 17; April 21; May 19; June 16. Any date changes will be posted as soon as known.

VI. Other Business

Today is Rex Rajkumar’s last day providing financial data and analysis services to AFIA. We would like to recognize his stellar service and gracious persona. Fortunately, Rex will continue to provide educational data and analysis services to AFIA. Paul Greenwood will take over until Rex’s replacement is fully trained and available.

VI. Adjournment

**ACADEMY FOR INTEGRATED ARTS
GOVERNANCE COMMITTEE MEETING
AGENDA**

July 21st, 2021
4:30 p.m. – 5:30pm

Zoom Web Meeting Details

<https://us02web.zoom.us/j/9103996908?pwd=L1Vwbnp0MjVhcmdnNHVMaWx0eEd2Zz09>

Meeting ID: 910 399 6908

Passcode: 560224

Zoom Dial in Details

+1 669 900 9128 US (San Jose) +1 253 215 8782 US (Tacoma) +1 346 248 7799 US (Houston) +1 646
558 8656 US (New York) +1 301 715 8592 US (Washington D.C) +1 312 626 6799 US (Chicago)

Meeting ID: 910 399 6908

Passcode: 560224

- I. Call to Order
- II. Board of Directors documentation updates
- III. New Board Member packet
- IV. Open Discussion
- V. Adjournment

ACADEMY FOR INTEGRATED ARTS

Governance Committee

Meeting Minutes

July 21st, 2021

4:30 p.m.- 5:30p.m.

Zoom Web Meeting Details

<https://us02web.zoom.us/j/9103996908?pwd=L1Vwbnp0MjVhcmdnNHVMaWx0eEd2Zz09>

Meeting ID: 910 399 6908

Passcode: 560224

I. Call to Order

Janice Small called the meeting to order at 4:34p.m.

Meeting Attendees

Lynne Brown - Board Member

Tricia DeGraff - Executive Director

Janice Small - Board Member

Emily Brown – Board Member

II. Board Member Package Documentation

- Janice is reviewing and updated key board documentation. Completion target 7.31.2021

III. New Board Member Packet

- Janice and Emily meet June 22nd and discussed content for New Board Packet
- Phoebe has provided required content

IV. School Renewal

- Tricia is planning a renewal committee meeting that will include School staff and Board Members

V. Adjournment

Meeting concluded at 5:23pm