Kairos Academies

Kairos Academies Board Meeting

Published on September 25, 2024 at 6:35 PM CDT
Amended on September 26, 2024 at 7:32 PM CDT

Date and Time

Thursday September 26, 2024 at 6:00 PM CDT

Location

Virtual: Google Meets

We invite you join us at this Zoom link. This notice was published at www.kairosacademies.org/board at least one day prior to the meeting.

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**6:00 PM**
	A. Record Attendance			
	B. Call the Meeting to Order			
	C. Public Comment			
	D. Mission Statement			

Kairos empowers students to direct their own lives and learning.

| | E. Vision Statement | | | |

	Purpose	Presenter	Time

Our vision is to prepare St. Louis students to design their own future and thrive in an ever-changing world.

F. Approve September Minutes — Approve Minutes

II. New Board Member Voting

III. Facilities Committee Update — 6:00 PM

A. Facilities Committee Goals Update — 5 m

- The facilities committee commits to formalizing a new facility acquisition.
- The Facilities committee commits to ensuring current building readiness and safety by MCPSC standards.

B. Chief Operating Officer Cycle Reflections and Updates

C. Chief Strategy Officer Updates — 5 m

- New site financing update
- New site construction funding update
- 25 - 26 preliminary space planning

IV. Program Committee — 6:10 PM

A. Committee Goals Update

- The program committee commits to developing a process to educate and train the entire board on proper academic oversight by June 1.
- The program committee will review summit implementation and give yearly updates at the EOY Board Retreat.
- The program committee will commit 3 hours per quarter to speak to key internal stakeholders regarding instructional quality indicators.

B. Voting Item: McKinney Vento Homeless Plan Liaison

	Purpose	Presenter	Time

        • Tina Garcia, SPED Coordinator

C. Chief Schools Officer Cycle Reflections and Updates   5 m

V. Finance Committee   6:15 PM

A. Finance Committee Goals Update   5 m

- The finance committee commits to ensuring 60-120 days of cash on hand by June 2025.
- The finance committee will review and approve necessary audit periods.
- The finance committee commits to staying between 20%- 40% of proportion of assets financed.

B. Voting Item: Revised 24-25 Budget   5 m

C. Chief Administrative Officer Cycle Reflections and Updates   5 m

D. August Financials   5 m

VI. Governance Committee Updates   6:35 PM

A. Governance Committee goals update   5 m

- Build a comprehensive succession plan for all Board member roles.
- The Governance Committee will build a new Board member training curriculum/program by the end of SY 23-24.
- The Governance Committee will conduct an annual review of Board policies.
- The Governance Committee will monitor and ensure Board committees achieve their Committee goals by at least 80% each quarter.

B. Voting Item: CEO Goals   5 m

VII. Executive Committee   6:45 PM

A. Executive Committee Goals Update   5 m

B. Voting Item: CEO Succession Planning   5 m

	Purpose	Presenter	Time
VIII. **Executive Session**			**6:55 PM**
A. RSMo 610.021(3)			5 m
IX. **Closing Items**			**7:00 PM**
A. Adjourn Meeting	Vote		

empowering students to direct their own lives and learning www.kairosacademies.org ◍ 2315 Miami St., St. Louis, MO 63118 ◍ hq@kairosacademies.org ◍ 314-252-0602

Coversheet

Chief Operating Officer Cycle Reflections and Updates

Section: III. Facilities Committee Update
Item: B. Chief Operating Officer Cycle Reflections and Updates
Purpose:
Submitted by:
Related Material: 24-25 COO Cycle 2.pptx.pdf

24-25 Chief Operating Officer

Goal	Target	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7
Enrollment	100% Enrolled by the FDOS, due by 10th day after FDOS	81% 540/663 budget goal; 76% 537/702 budget goal; 540/525 - 102%						
ADA	Increase overall ADA by 3% for both Middle & High School by EOY of 24-25 Academic SY (23-24 MS 83%, HS 77%)	Off Track- numbers are consistent with EOY 23-24 MS- 83.98% HS- 79.29%						
State Reporting	100% Compliance for State Reporting, DESE, MOSIS Submissions	On Track, Aug Core submitted on time						
GPTW	Increase Ops Staff GPTW Percentage by 8% by the EOY	N/A; Baseline not set.						
Safety	100% State and Network Safety Requirements met	On track, safety drills set, wanding procedures in place.						

BOY Task Completion OCS

Outcome: Kairos Academies OPS Team completed <u>66% of tasks completed</u> FDOS- 76% EOC C1.

Cause: Insufficient task clarity, failure to incentive the newly measured BOY task list, lack of sufficient integration in Operating Mechanisms.

Solutions and Processes: Align the BOY Operations refresh plan timeline with more senior organizations and include the integration of new processes in FAST START Planning.

- **August:** Note Successes and Areas of Opportunity for BOY tasks and Progress to Goals
  - I.e. Building refresh tasks are clear and aligned and scheduled on a needs based timeline.
  - I.e. Aligning the master schedule build with the academic program and facilities demands

- **September- December:** Codify a BOY OPS refresh list on a Jan-June schedule
  - Outline tasks needed to be completed to ensure a smooth FWOS by month
  - Collaborate with OPS and Schools Staff on needs supply needs, curriculum changes and building allocation
  - Consideration of data reporting collection timelines to ensure success
  - Ensure all staff are aware of BOY expectations at Mid-year meeting*
  - Begin master schedules planning at CSO-COO check-ins for full rollout and collaboration at FAST Start Meetings

- **December:** Finalize BOY Expectations and share them with stakeholders for January rollout
  - Ensure all staff are aware of BOY expectations at Mid-year meeting*
  - Begin master schedules planning at CSO-COO check-ins for full rollout and collaboration at FAST Start Meetings

- **April:** BOY OPS ready plans ready for implementation
  - Enrollment and Recruitment
  - SIS and Data
  - School Operations (supplies, arrival/dismissal

Enrollment OCS

Outcome: 404 students showed up the FWOS to Kairos during the first 5 days of school; current enrollment 537

Causes:

1. Previous years never had a large % of families fully registered.
2. Not aligned with SLPS Academic Calendar FDOS- caused a delay in start of some students.

Next Steps: Recruitment Intensive Week 8/19-8/23. Recruitment Strategy Playbook 25-26

Share out the first 10 days

- **8/19 Monday- Assign call lists, review scripts**
- **8/20 Tuesday - Execution of calls (2 morning slots**
- **8/21 Wednesday Execution of calls not reached**
- **from 8/20 (evening)**
- **8/22 Thursday - AM strategy with Manager of**
- **Recruitment (DU) and Senior Consultant (NJ) to**
- **Determine Home visit map.**
- **8/23 Friday- Report Out Results**

GRADE	TOTAL NEW	PRESENT	% TO SHOW	TOTAL RETURNERS	PRESENT	% TO SHOW	TOTAL PRESENT
5th	43	22	51.16%				22.00
6th	63	29	46.03%	25	13	52.00%	42.00
7th	43	21	48.84%	67	39	58.21%	60.00
8th	56	24	42.86%	71	41	57.75%	65.00
MIDDLE	205	96	46.83%	163	93	57.06%	189.00
9th	74	29	39.19%	78	37	47.44%	66.00
10th	28	9	32.14%	107	53	49.53%	62.00
11th	24	7	29.17%	107	80	74.77%	87.00
HIGH	126	45	35.71%	292	170	58.22%	215.00
TOTAL	331	141	42.60%	455	263	57.80%	404.00

Sr. Leader Cause Reflections

Quarterly Priorities On Track (At end of Cycle)	Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (On Track)	Driver Goals on Track (By end of Cycle)
	Currently 3/5 of my priorities are on track. Enrollment- Off track ADA- Off track State Reporting- On Track GPTW- On Track Safety- On Track	Big Rock: COMPLIANCE & SAFETY Goal: We will ensure our organization is 100% compliant with MCPSA, MCPSC, federal and state safety, and general education standards as it relates to SIS, facilities, health, accurate attendance, and school operations. The goal of Operations team is ensure that our facilities are beautiful and safe. Measure: Powerschool, Facilities & Safety Audits, MCPSA & MCPSC standards	Currently 3/5 of my driver goals are on track. Enrollment- Off track ADA- Off track State Reporting- On Track GPTW- On Track Safety- On Track

What I will key causes have I identified to my results

Gaps in my Knowledge set (what did I not know enough of?)	Gaps in my Skill Set (what did I not have enough skill for?)	Gaps in my Mind Set (What did I not have the right mind about?)	Gaps in my Action Set (What did I just not do?)
• I did not know how many students would show up on the FDOS or weeks thereafter	• It took me awhile to know exalt what data practices to uphold and manage the first weeks of school	• Inconsistent communication with the team and over-reliance on their time in role to updated OPS expectations	• I did not review the BOY priorities daily with the OPS team and figure out ways to invest them in the completion of the priorities.

Sr. Leader Next Step Accountability

Goal Category	What will I do next? When will I do it by (Date)?	How will I know its complete (Success Criteria)? When will I do it by?	What help do I need from my team?
Enrollment	Review and give feedback to Recruitment team on strategies and tactics for Recruitment plan 25-26	Email sent 9/26; CC KG	Share feedback with me to share with my team by 9/25 (Strategy)
ADA	Ensure the re-allocation of ADA matrix is consistent with A/S coordinator role being eliminated. Ensure my team is sharing ADA with stakeholders (DOO with MSP/HSP, Registrar at OPS huddle).	Increased knowledge of ADA across the org. Day over day increase by way of OTDR newsletter.	Encourage the use of the ADA matrix (Schools)
State Reporting	Work will SIS/Registrar to ensure our October core report is accurate and submitted on time. Internalize MOSIS corrections to prevent knowledge gaps in the future. (i.e. attendance codes)	10/1	Ensure Administration team works with SIS on Educator files (Administration)
GPTW	Conduct skip level meetings in C2 to gauge all OPS feedback and investment.	11/10	Culture questions; Strategic relationship building tactics (CEO)
Safety	Ensure the effective hiring and onboarding of two SROs to Kairos. Work with DOO to ensure daily SRO duties are aligned to org needs.	9/27	If you see something, say something. (Everyone)

What needs to develop to ensure I hit my results

Developing my Knowledge set
(what did I not know enough of?)
- **Knowledge of SIS** (Student Information Systems) and its integration with state reporting systems (e.g., PowerSchool, MOSIS).
- Understanding of ADA (Average Daily Attendance) calculations, its impact on funding, and strategies to maintain or improve attendance.
- Familiarity with **local, state, and federal regulations** related to education, including safety, health, and data reporting (e.g., MOSIS submissions, DESE requirements).
- Knowledge of **fire, security, and safety standards** for schools, ensuring compliance with health and safety protocols (e.g., OSHA, AHERA).
- Basic knowledge of **facilities management**, including school maintenance cycles, security systems, and disaster preparedness.
- Understanding the **logistics of facility upgrades**, safety audits, and ensuring that campuses meet physical safety and operational standards.
- Knowledge of **school health protocols**, including immunization compliance, student health records, and emergency preparedness (e.g., pandemic monitoring).
- Familiarity with **nutrition programs** such as Free and Reduced Lunch, ensuring compliance and maximizing student participation.

Developing my Skill Set
(what did I not have enough skill for?)
- **Time Management and Prioritization**- I need to refine my ability to assess, rank, and focus on high-impact tasks. Using tools like Eisenhower's Matrix will help me differentiate between urgent and important matters, ensuring I give attention to what's truly critical.
- **Conflict Resolution & Communication**- Improving my communication and conflict resolution skills is essential for addressing competing priorities and overcoming resistance. I'll focus on fostering open dialogue and creating a culture where challenges are addressed constructively.
- **Leadership & Collaboration**-I should work on building my team leadership skills by setting clear objectives, providing feedback, and recognizing achievements. By creating a collaborative environment, I can re-engage the team and help them feel more invested in our shared goals.

Developing my Mind Set
(What did I not have the right mind about?)
- **Growth Mindset**- 'll embrace a mindset of continuous learning, for both myself and the team. Challenges will be seen as opportunities for growth, and I'll promote professional development to improve overall performance.
- **Resilience & Adaptability**- It's important for me to remain calm and adaptable in the face of competing priorities. By demonstrating resilience, I can maintain focus and composure, even during setbacks, and ensure that we are flexible in our approach to challenges.
- **Empathy & Emotional Intelligence**- Cultivating empathy will allow me to better understand my team's challenges and needs. High emotional intelligence will help me connect more effectively with both staff and students, which will be key to rebuilding motivation and engagement.

Developing my Action Set
(What do I need to do next?)
- Prepare for a organized and efficient Stepback
- Announce and Schedule Fall skip-level meetings
- Prioritize supporting school OPS until SRO & Network IT are in a stringer place
- Internalize COO-level data pulls to check on strength of SIS
- Make time to spot check-team documents in advance
- Analyze the recruitment plan
- Analyze STL trends for growth in general
- Re-watch the common app meeting
- Connect with Local OPS leaders for support and comradeship
- Identify culture builders on the OPS team, encourage them to be more present and active during OPS mechanisms

Coversheet

Chief Schools Officer Cycle Reflections and Updates

Section: IV. Program Committee
Item: C. Chief Schools Officer Cycle Reflections and Updates
Purpose:
Submitted by:
Related Material: CSO Slide Deck .pptx

Chief Schools Officer

Goal	Target	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7
Academic Proficiency	90/60/30 academic Masters/Meets/Basic on EOY MAP/EOC .	RDG: 40th Percentile Math: 22nd Percentile SCI: 44th Percentile						
Teacher Proficiency	85% of teachers grow on Kairos Career Pathways (KCP) by EOY.	TBD at EOY						
Persistence	90% Student persistence with a 5% spring to spring increase in freshman persistence	97.2%						
Team Growth	90% of priorities are met or more each cycle by school leader teams	81.4%						
Leader Development	100% of Principals will be proficient in all year 1 SLLs by KPR.	TBD at EOY						

Chief Schools Officer

Goal	What will I do next and when?	How will I know its complete or how will it be quantified?	What help do I need from my team?
Academic Proficiency	Implement the DDI plan | Create ET Tracker | Schedule LASW Meetings | reconfiguration of SD period to targeted intervention block	Data Analysis Meetings | Exit Ticket Tracker | LASW Meetings (10.7)	Calendar fidelity and deadline integrity | SIS Integration of Intervention programming
Teacher Proficiency	Continue Obs Feedback Cycle (2x Weekly)	GROW (ongoing)	Calendar fidelity and deadline integrity
Persistence	Develop DSE led incentive programming	Weekly Enrollment Data and "Once a Kraken Doc" (10.7)	Mechanism updates in weekly tactical (KST)
Team Growth	Continue updating and forecasting cycle priorities 2 cycles ahead	BOY Ready Doc tab and weekly coaching conversations with the Schools Team (ongoing)	Calendar fidelity and deadline integrity
Leader Development	Targeted / aligned coaching on designated SLL band	SLL Coaching Tracker iterated weekly. (ongoing)	Tracker updates, calendar integrity, action step completion, artifact creation (depending on SLL)

CSO Accountability

Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (On Track)	Driver Goals on Track (By end of Cycle)
Currently 80% of my priorities are on track. 1. Schedule BOY staff goal setting conversations 2. Identify/create content based weekly exit ticket data point (MS) 3. Research IBO Implementation Process and set annual benchmarks to launch 4. Build a culture of data-driven instruction, ensuring that all teachers use data effectively to drive student outcomes and instructional practices. 5. Develop and implement consistent, schoolwide systems to ensure clear expectations and accountability across all campuses.	1. Big Rock: School Leadership Development Goal: 90% Proficient on SLL by EOY for MS/HS Principal Measure: Schoolmint GROW	Currently 1/5 of my driver goals are on track. Academic Proficiency- Off Track Teacher Proficiency- No Data Persistence- On Track Team Growth- Off Track Principal Development: No Data

What needs to develop to ensure I hit my Goals?

Developing my knowledge set (What did I not know enough of?	Developing my Skill set (what did I not have enough skill to do?)	Developing my mindset (what did I not have the right mindset about?)	Developing my action set (What did I just not do?)
Student Pre BOY lexile and GLA %	Core schedule analysis and whole child intervention rostering	Leaders might be focusing on surface-level issues rather than digging deeper into curriculum alignment, teacher effectiveness, or student engagement.	I was not proactive in implementing Intervention programming that should have been obvious in retrospect

Coversheet

Voting Item: Revised 24-25 Budget

Section: V. Finance Committee
Item: B. Voting Item: Revised 24-25 Budget
Purpose:
Submitted by:
Related Material: 24-25 Budget Draft.xlsx - SUMMARY.pdf
                        24-25_Revised_Budget.pdf

KAIROS ACADEMIES
Forecast/Budget by Month
2024-25
Cash Basis

Legend:		
Blue	Hard-coded	
Green	Pulled from another cell	**Benchmark:**
Black	Formula-based	1/12 = 8%

		FY25 Budget FINAL	Jul *Actual*	Aug Projected	Sep Projected	Oct Projected	Nov Projected	Dec Projected	Jan Projected	Feb Projected	Mar Projected	Apr Projected	May Projected	Jun Projected	FORECAST	VARIANCE Forectd - Budg	YTD, % BUDGET
Months Remaining			12 Prior Year	11 Prior Year	10	9	8	7	6	5	4	3	2	1			
Max Enrollment		780.0			530.0												
Budgeted Enrollment		702.0			525.0												
ADA		596.7	458.9	458.9													

Revenues

5192	Gifts / Foundation	316,900	2,200	-	-	-	39,338	39,338	39,338	39,338	39,338	39,338	39,338	39,338	316,900	-	1%
5113	Prop C	750,855	80,903	82,406	82,406	56,127	56,127	56,127	56,127	56,127	56,127	56,127	56,127	56,127	750,855	0	11%
5311	Basic Formula	8,102,306	536,995	548,689	548,689	718,659	718,659	718,659	718,659	718,659	718,659	718,659	718,659	718,659	8,102,306	(0)	7%
5319	Classroom Trust	272,618	22,753	22,468	22,468	22,770	22,770	22,770	22,770	22,770	22,770	22,770	22,770	22,770	272,618	-	8%
5412	Medicaid	65,000				16,250			16,250			16,250		16,250	65,000	-	0%
5441	IDEA	140,000	11,894			35,000			49,527			49,527			195,473	55,473	8%
5445	Lunch & Breakfast	135,000	3,866	-	-	13,500	14,704	14,704	14,704	14,704	14,704	14,704	14,704	14,704	135,000	-	3%
5451	Title I	675,000		76,812	76,812	135,000		119,638			119,638			119,638	767,174	92,174	0%
5461	Title IV	38,777		38,364	38,364	7,755		(173)		(173)		(173)		(173)	83,792	45,015	0%
5465	Title II	29,000		4,313	4,313	5,800		4,637		4,637		4,637		4,637	32,975	3,975	0%
5497	CSP Budget	891,853	228,571	236,382	236,382	72,779	66,420	81,211	37,008	40,608	60,674	42,238	(105,210)	(105,210)	891,853	-	26%
5497	IAL/Stronger Connection	92,500	11,078	33,039	33,039	23,125		20,356			20,356			20,356	161,348	68,848	12%
xxxx	Other Local Revenues	-	217	11,974 [1]	11,974	-	(3,021)	(3,021)	(3,021)	(3,021)	(3,021)	(3,021)	(3,021)	(3,021)	-	-	#DIV/0!
5899	**GRAND TOTAL REVENUES**	**11,509,809**	**898,477**	**1,054,447**	**1,054,447**	**1,106,765**	**914,997**	**1,053,890**	**971,717**	**1,013,287**	**909,251**	**1,101,049**	**743,367**	**953,601**	**11,775,295**	**265,486**	**8%**
	Check to "Org Budget" tab:	*11,522,610*															

Total CSP expenses: $ 891,853

Expenditures

6100	Salaries	5,056,292	360,089	400,948	429,525	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	4,340,563	(715,729)	7%
6200	Benefits	1,612,455	105,029	133,487	137,394	111,956	111,956	111,956	111,956	111,956	111,956	111,956	111,956	111,956	1,383,513	(228,943)	7%
6xxx-1	Staff-Related Costs	13,004	14,366	10,255	(1,162)	(1,162)	(1,162)	(1,162)	(1,162)	(1,162)	(1,162)	(1,162)	(1,162)	(1,162)	13,004	-	110%
6xxx-2	Rent	1,146,000	100,926	101,633	95,500	95,500	95,500	95,500	95,500	95,500	95,500	95,500	95,500	95,500	1,157,559	-	9%
2542-5222	Interest Payments (LISC)	28,750	-	-	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	23,958	(4,792)	0%
6xxx-3	Occupancy Service	249,338	4,128	52,616	19,259	19,259	19,259	19,259	19,259	19,259	19,259	19,259	19,259	19,259	249,338	-	2%
6xxx-4	Student Expense, Direct	709,976	88,284	119,373	50,232	50,232	50,232	50,232	50,232	50,232	50,232	50,232	50,232	50,232	709,976	-	12%
6xxx-5	Student Expense, Indirect (NSLP)	209,500	12,621	17,329	17,955	17,955	17,955	17,955	17,955	17,955	17,955	17,955	17,955	17,955	209,500	-	6%
6xxx-6	Office and Business Expense	967,700	154,112	224,881	63,975	263,975	63,975	63,975	63,975	63,975	63,975	63,975	63,975	63,975	1,218,743	251,043	16%
6xxx-7	Transportation	110,000	10,787	3,392	9,582	9,582	9,582	9,582	9,582	9,582	9,582	9,582	9,582	9,582	110,000	-	10%
6899	**GRAND TOTAL EXPENDITURES**	**10,103,015**	**850,342**	**1,063,914**	**824,657**	**919,693**	**719,693**	**719,693**	**719,693**	**719,693**	**719,693**	**719,693**	**719,693**	**719,693**	**9,416,154**	**(686,861)**	**8%**
	Check to "Org Budget" tab:	*10,103,015*															

	NET SURPLUS	1,406,794	48,135	(9,467)	229,791	187,071	195,303	334,197	252,023	293,594	189,557	381,356	23,673	233,908	2,359,141		
	Starting Cash Balance	660,000	604,893	409,657	398,286	603,424	790,495	985,798	1,319,995	1,567,851	1,833,612	2,019,003	2,396,192	2,415,698			
	Less: Facilities Capital Equipment/Furniture	47,332			23,666					23,666					47,332		
	Less: Security Capital Equipment	987			987										987		
	Less: Facilities Capital Projects	43,021		43,021											43,021		
	Less: LFFF Sinking Fund	75,000							4,167	4,167	4,167	4,167	4,167	4,167	25,000		
	Add: FY24 Grant Receivable (CSP)	100,000													-		
	Add: Facility Loans														-		
	Ending Cash Balance	2,000,454	409,657	398,286	603,424	790,495	985,798	1,319,995	1,567,851	1,833,612	2,019,003	2,396,192	2,415,698	2,645,440			
	Operating Cash Balance		359,657	483,627													
	DACA Cash Balance		50,000	50,130	50,130	50,130	50,130	50,130	54,297	58,463	62,630	66,797	70,963	75,130			

KEY METRICS														FORECASTED	
Days Cash on Hand	71	16	15	23	30	38	50	60	70	77	92	92	101	101	
Days Cash on Hand, Lender Req't				15			20			25			30		*by June 2025*
Net margin, %	12.2%	5.4%	-0.9%	21.8%	16.9%	21.3%	31.7%	25.9%	29.0%	20.8%	34.6%	3.2%	24.5%	20.0%	
DESE fund balance, %		4.3%	4.2%	6.4%	8.4%	10.4%	14.0%	16.6%	19.4%	21.3%	25.3%	25.5%	28.0%	28.0%	
Salaries & Benefits, % Revenue	57.9%	51.8%	50.7%	53.8%	41.7%	50.5%	43.8%	47.5%	45.6%	50.8%	42.0%	62.1%	48.4%	48.6%	
Benefits, % Salaries	31.89%	29.2%	33.3%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	31.9%	
Lease/Debt Coverage Ratio	2.2x													3x	
Facilities, % Revenues	10.0%	12.8%	10.6%	8.9%	8.5%	10.3%	9.0%	9.7%	9.3%	10.4%	8.6%	12.7%	9.9%	9.9%	

MCPCS Dashboard

> 60 days, unrestricted
45+ days by Dec 2025
Positive
3% or greater
>= 1.1x

[1] Refund on of interest.

Dear Dr. Graham and Members of the Board,

I am writing to present the revised budget proposal for the upcoming fiscal year, reflecting the updated projections for enrollment and associated revenue.

Revised Budget Overview

1. Enrollment and Revenue Projections:

- **Maximum Enrollment:** 530 students
- **Budgeted Enrollment:** 525 students
- **Average Daily Attendance (ADA):** 446.25 students

Based on the above figures, we project a total revenue of $11,509,810. This projection is derived from the state payment of $14,500 per student, an increase of $2,500 per student compared to the amount used in the original budget.

2. Adjusted Expenses:

In response to the updated revenue projections and to align with our strategic goals, expenses have been adjusted to $10,186,231. This expense reduction ensures that we can achieve our financial objectives while maintaining operational stability.

3. Strategic Goals:

The revised budget has been developed with the following key goals in mind:

- **Avoiding Staff Layoffs:** The budget adjustments ensure that we can continue to support our current staffing levels without the need for layoffs.
- **Achieving a 3-5% Fund Balance:** We aim to secure a fund balance within the 3-5% range, which is crucial for financial health and stability.

an integrated community of self-directed learners, leaders, and citizens

Summary

The revised budget is designed to adapt to the updated revenue projections while maintaining our commitment to not laying off staff and achieving a reasonable fund balance. We believe these adjustments will position us for continued success and sustainability.

We look forward to discussing this revised budget with you in more detail and addressing any questions or concerns you may have.

Thank you for your attention and support.

KAIROS ACADEMIES

Forecast/Budget by Month
2024-25 (revised)
Cash Basis

		FY25 Budget *Approved*
	Months Remaining	
Enrollment Ceiling		530.0
Enrollment Target		525.0
Budget ADA %		446.3
Revenues		
5192	Gifts / Foundation	$ 316,900
5113	Prop C	$ 750,855
5311	Basic Formula	$ 8,102,306
5319	Classroom Trust	$ 272,618
5412	Medicaid	$ 65,000
5441	IDEA	$ 140,000
5445	Lunch & Breakfast	$ 135,000
5451	Title I	$ 675,000
5461	Title IV	$ 38,777
5465	Title II	$ 29,000
5497	CSP Budget	$ 891,853
5497	IAL	$ 92,500
xxxx	Other Local Revenues	$ -
5899	**GRAND TOTAL REVENUES**	**$11,509,810**
	Check to "Org Budget" tab:	*$11,509,809*
Expenditures		
6100	Salaries	$ 5,139,508
6200	Benefits	$ 1,612,455
6xxx-1	Staff-Related Costs	$ 13,004
6xxx-2	Rent	$ 1,146,000
2542-5222	Interest Payments (LISC)	$ 28,750
6xxx-3	Occupancy Service	$ 249,338
6xxx-4	Student Expense, Direct	$ 709,976
6xxx-5	Student Expense, Indirect (NSLP)	$ 209,500
6xxx-6	Office and Business Expense	$ 967,700
6xxx-7	Transportation	$ 110,000
6899	**GRAND TOTAL EXPENDITURES**	**$10,186,231**
	Check to "Org Budget" tab:	*$10,186,231*
	NET SURPLUS	**$ 1,323,579**
	Starting Cash Balance	$ 660,000
	Less: Facilities Capital Equipment/Furniture	$ 47,332
	Less: Security Capital Equipment	$ 987
	Less: Facilities Capital Projects	$ 43,021
	Less: LFFF Sinking Fund	$ 75,000
	Add: FY24 Grant Receivable (CSP)	$ 100,000
	Add: Facility Loans	
	Ending Cash Balance	**$ 1,917,239**
	Outstanding AP	
	DACA Cash Balance	

KEY METRICS	
Days Cash on Hand	**68**
Days Cash on Hand, Lender Req't	
Net margin, %	**11.5%**
DESE fund balance, %	
Salaries & Benefits, % Revenue	58.7%
Benefits, % Salaries	31.37%
Lease/Debt Coverage Ratio	2.2x
Debt to Asset Ratio	
Facilities, % Revenues	10.0%

Coversheet

Chief Administrative Officer Cycle Reflections and Updates

Section: V. Finance Committee
Item: C. Chief Administrative Officer Cycle Reflections and Updates
Purpose:
Submitted by:
Related Material: COA Cycle 1 Reflections.pdf

Chief of Administration

Cycle 1 Reflection

Reimagine Purpose

Renew - Refuel - Reenvision

BEST MIDDLE SCHOOLS
U.S.News & WORLD REPORT
RANKINGS

KAIROS
ACADEMIES: ST. LOUIS

COA 24-25 Driver Goals

GOAL	Target	Cycle 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7
Leadership Training: Lead six HR and Finance Leadership training course three before by 12/31, with an exit survey satisfaction of 75%, Three more by May 28th wth a increase in Satisfaction to 85%.	75%	0%						
Engage: Kairos Admin Team meets 80% of priorities by December, with 90% of Admin priorities on track June 30.	80%	66%						
Employee Satisfaction 85% of staff returning within 1-5 years express happiness they returned, while 85% of those in their first 0-11 months are satisfied with their choice to work for Kairos using GPTW data	85%	NA						
Financial Sustainability: Have $900,000 cash on hand by June 30, 2025. ($128,571.42 at end of cycle 1)	$900,000	243,945						
Team Professional Development: Members of my team will earn a certification from a industry association **(Leading Others)**	On-Track	On-Track						

COA Reflections

Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (At end of Cycle)	Driver Goals on Track (By end of Cycle)
Currently 3/4 of Cycle Priorities are on track • Revised 24-25 budget approved by board (On-Track) (Driver Goal #1) • Finance Committee Presentation given to EA 4 days before meeting (Driver Goal #2) • Have $900,000 cash on hand by June 30, 2025. ($128,571.42 at end of cycle 1) (On-Track) (Driver Goal #1) • 70% of KFF Met (Quarterly Metric) (Driver Goal #1)	My Big Rocks are on Track The annual goal is to have $900,000 in cash on hand. Currently, the cash forecasting tool projects $2.4 million. This forecast will be adjusted once the updated budget is approved, which will affect the projected cash balance.	• Leadership Training (Off Track). • We met 77% of our priorities cycle goals (off-Track) • Employee Satisfaction (N/A) • Financial Sustainability (On-Track) • Team Professional Development(On-Track)

What I will key causes have I identified to my results

Gaps in my Knowledge set (what did I not know enough of?)	Gaps in my Skill Set (what did I not have enough skill for?)	Gaps in my Mind Set (What did I not have the right mindset about?)	Gaps in my Action Set (What did I just not do?)
• There was a gap in my knowledge on how to integrate real-world scenarios and hands-on practice into the training, which limits leaders' ability to apply concepts in their day-to-day roles. • Because I didn't seek input from managers on their skillset on what HR/Financial training would benefit them, resulted in a mismatch between training content and practical application	Due to not reaching out to managers for additional insights early on, the presentation and training materials for Cycle 0 were not as tailored or relevant as they could have been. This led to less effective content being ready for the first week. The primary focus on staff training resulted in less attention being dedicated to manager-specific training. This imbalance meant that the needs and challenges faced by managers were not adequately addressed.	I initially struggled with the right mindset needed for creating impactful content. I focused more on covering a broad range of topics rather than prioritizing clarity and engagement.	Have conversion with the first team on what HR and finance gaps they see in their front line managers.

COA Next Step Accountability

What will I do next?	When will I do it by (Date)?	How will I know its complete (Success Criteria)?	What help do I need from my team?
My next step is to utilize our bi-weekly meetings with managers to gather their input on future training initiatives that will elevate their teams. By engaging directly with them, I aim to identify specific needs and areas for development, ensuring that the training programs are tailored to drive meaningful progress and achieve tangible results for each team. This collaborative approach will help in designing more effective and targeted training solutions.	• Bi-weekly through the end of SY 24-25. • Use our Monday meeting during inservice to align on next two Administration Trainings	• 85% satisfaction on Exit Surveys. The goal is that managers will find our training useful and informative.	• Be available with time, resources and advice. • Challenge me if the training looks off target.

What needs to develop to ensure I hit my results

Developing my Knowledge set (what did I not know enough of?)	Developing my Skill Set (what did I not have enough skill for?)	Developing my Mind Set (What did I not have the right mind about?)	Developing my Action Set (What did I just not do?)
I plan to use my time with the Georgetown Fellowship and SHRM to collaborate with other chiefs and understand their training processes. By sharing insights and learning from their experiences, I can refine our own training strategies and incorporate best practices. This collaborative effort will help enhance the effectiveness of our programs and ensure they meet the evolving needs of our teams.	Develop my facilitation and content creation skills, I will engage in targeted training and practice opportunities. This includes attending workshops on effective facilitation techniques and mastering tools for dynamic content creation. By actively seeking feedback from peers and participants, I can refine my approach and ensure that my sessions are engaging and impactful. Additionally, experimenting with different formats and multimedia elements will help enhance the relevance and effectiveness of the content I produce.	**Clear Communication:** Ensure that everyone on your team understands their roles and responsibilities. Clearly communicate your expectations and provide regular updates on progress and changes. **Empower Others:** Delegate tasks and give team members ownership of their projects. Trust them to make decisions and provide the resources they need to succeed. **Encourage Collaboration:** Foster a culture of collaboration where team members feel comfortable sharing ideas and feedback. This helps in leveraging diverse perspectives and expertise.	I will create an action plan that will shift my mindset towards shared responsibility, better utilize team resources, and improve overall effectiveness. Regular reviews and adjustments will ensure the approach remains effective and responsive to the organization needs. needs.

Coversheet

August Financials

Section: V. Finance Committee
Item: D. August Financials
Purpose:
Submitted by:
Related Material: August 2024 Financial Report.xlsx

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

August 2024 Financial Report.xlsx

Coversheet

Voting Item: CEO Goals

Section: VI. Governance Committee Updates
Item: B. Voting Item: CEO Goals
Purpose:
Submitted by:
Related Material: CEO Draft Goals 2024-25 SY.pptx.pdf

Kairos Academies CEO Goals 24-25 Update
Executive Committee

- PTGs - board will hold CEO accountable for achieving the PTGs (Slide 3)

- CEO goals - board will hold CEO accountable for achieving the goals aligned to organizational priorities (Slide 2)

	Organizational Alignment Priorities	Objectives	KA Key Results
QUALITY **All Students, every day.**	**Priority #1: Educational Excellence:** Dramatically improve the quality and create non-racialized outcomes of our academic program. 1. **KA Model Articulation:** Develop clear academic programs and expectations aligned to grade-level standards, Kairos instructional non-negotiables, and college & career readiness. 2. **Strategic Execution of our Academic Core:** Consistently implement KA core assessments, instructional practices, and curriculum aligned across our schools. 3. **System-Wide Tools and Processes:** Manage the quality of instruction and coaching with system-wide tools and processes with fidelity across our schools. 4. **Teacher, Leader, and Staff Development:** Implement clear talent development strategies for instructional staff. The 2024-25 SY will focus on quality curriculum delivery, and development using the KEPT & SLLs.	**1. Our students are at school and engaged every day.**	A) Attain attendance/ engagement + work completion rates of **87%+** at each school and across all student groups.
		2. Our students are learning, equipped with SEL skills, and meeting growth/ performance targets to succeed in college.	A) Meet **5%** growth in proficiency across in ELA & Math across Grades; close gaps on local and state variances by student sub groups.
		3. We grow and develop in the service of our students.	A) **90%** of all instructional staff receive a documented biweekly 1:1 check-in with a direct supervisor grounded in observation, data, feedback, and/or development. **90%** of staff go through performance management framework.
CULTURE **All Belong.** **All take responsibility for equity.**	**Priority #2: Culture of Shared Responsibility for Equitable Outcomes:** With an equity lens, strengthen our leadership with 100% follow through on our PTGs, monitoring our progress, and our individual and team expectations. 1. **KA Alignment Priorities:** Focus the KA leadership and board on a few, high-leverage priorities grounded in equitable outcomes (BOY Ready). 2. **Accountability:** Model accountability through frequent monitoring of progress toward our priorities, key results, and disaggregated data by race or other student sub groups (ELL, SWD, SES)	**4. We create safe, inclusive, and equitable conditions and outcomes for all of our stakeholders.**	A) **85%** positive responses on Family Survey questions on Panorama across all student sub groups B) Increase teacher and operational staff engagement to **70%** on annual GPTW across all demographic groups. C) Retain **90%** of effective teachers and staff (as measured by KA Frameworks.)
IMPACT **All in.** **In St. Louis**	**Priority #3: Powerful Community Engagement:** Build stronger relationships and political presence in our STL Community. 1. **Empowering Informed Voices:** Build shared leadership in our students and families through effective Kairos Family Council(KFC) and branding work. 2. **Political Visibility:** Organize, mobilize, and be politically visible in local politics and the STL education landscape. **Priority #4: Strong and Sustainable Financial Model:** Ensure strong, sustainable financial model in response to our state funding realities. 1. **Prioritization and Planning:** Ensure KA is financially solvent through judicious financial planning and prioritization across the organization	**5. We guarantee our commitment to St. Louis children and families.**	A) Successful Kairos Strategy Task Force Recommendation to Board of Directors. B) Increase student retention year-over-year to **85%** across schools and for all student groups.
		6. We have a sustainable financial model.	A) Enroll **90%** of budgeted seats every day. B) Finish 2023-24 with **900,000 cash on hand.** C) **100%** Financial Goals Met Standard

Objectives	KA Key Results	Leading Indicator	Thresholds	KA 5-8	KA 9-12	KA Overall
QUALITY All Students, every day.	**1. Our students are at school and engaged every day.**	A) Attain attendance/ engagement + work completion rates of **87%+** at each school and across all student groups.	• Attendance • Gradient Completion	Green: 90%+ Yellow: 80-89% Red: below 79%		
	2. Our students are learning, equipped with SEL skills, and meeting growth/ performance targets to succeed in college.	A) Meet **5%** growth in proficiency across in ELA & Math across Grades; close gaps on local and state variances by student sub groups.	• % Proficient on MAP or last Interim	Green: 60%+ Yellow: 50-59% Red: below 50%		
	3. We grow and develop in the service of our students.	A) **90%** of all instructional staff receive a documented biweekly 1:1 check-in with a direct supervisor grounded in observation, data, feedback, and/or development. **90%** of staff go through performance management framework.	• % to date (Y:95-99)	Green: 100% Yellow: 90-99% Red: below 90%		
CULTURE **All Belong.** All take responsibility for equity.	**4. We create safe, inclusive, and equitable conditions and outcomes for all of our stakeholders.**	A) **85%** positive responses on Family Survey questions on Panorama across all student sub groups B) Increase teacher and operational staff engagement to **70%** on annual GPTW across all demographic groups. C) Retain **90%** of effective teachers and staff (as measured by KA Frameworks.)	B. % of Families with positive response on latest SLC survey (Y: 65%-69%) C. % of Staff with positive response on internal survey (Y: 65%-69%)	B. Green: 70%+ / Yellow: 65-69% / Red: below 65% C. Green: 70%+ / Yellow: 65-69% / Red: below 65%		
		A) Successful Kairos Strategy Task Force Recommendation to Board of Directors. B) Increase student retention year-over-year to **85%** across schools and for all student groups.	D. Net change of staff from start of year (Y: 1-2)	D. Per school: Green: 0 / Yellow: 1 / Red: 2+ E. Org-wide: Green: 0 -3/ Yellow: 4-76 Red:7+		
IMPACT All in. In St. Louis.	**5. We guarantee our commitment to St. Louis children and families.**	A) Enroll **90%** of budgeted seats every day. B) Finish 2023-24 with **900,000 cash on hand.**	• Enrollment • % of Budgeted Enrollment	Green: 5 students above Minimum Yellow: Minimum to 4 students above Red: below minimum		
	6. We have a sustainable financial model.		• Cash on hand	Green: $ above the monthly Minimum Yellow: within $50,000 of minimum Red: Not within $50,000 of minimum		
		A)**100%** Financial Goals Met Standard	• School Budgets aligned to reserve contributions	Green: 100%+ Yellow: 80%-99% Red: below 79%		

Organizational Alignment Priorities		STO Goals for 2024-25
QUALITY All Students, every day.	**Priority #1: Educational Excellence:** Dramatically improve the quality and create non-racialized outcomes of our academic program. 1. **KA Model Articulation:** Develop clear academic programs and expectations aligned to grade-level standards, Kairos instructional non-negotiables, and college & career readiness. 2. **Strategic Execution of our Academic Core:** Consistently implement KA core assessments, instructional practices, and curriculum aligned across our schools. 3. **System-Wide Tools and Processes:** Manage the quality of instruction and coaching with system-wide tools and processes with fidelity across our schools. 4. **Teacher, Leader, and Staff Development:** Implement clear talent development strategies for instructional staff. The 2024-25 SY will focus on quality curriculum delivery, and development using the KEPT & SLLs.	**Goal 1: Academic improvements By June 2025:** ● NWEA ELA/MATH/SCI over 55% meeting growth targets ● School Leaders at 90% completion of cycle priorities by EOY. ● School Review- 90% of Kairos classes meet min. Instructional requirements.
CULTURE All Belong. All take responsibility for equity.	**Priority #2: Culture of Shared Responsibility for Equitable Outcomes:** With an equity lens, strengthen our leadership with 100% follow through on our PTGs, monitoring our progress, and our individual and team expectations. 1. **KA Alignment Priorities:** Focus the KA leadership and board on a few, high-leverage priorities grounded in equitable outcomes (BOY Ready). 2. **Accountability:** Model accountability through frequent monitoring of progress toward our priorities, key results, and disaggregated data by race or other student sub groups (ELL, SWD, SES)	**Goal 2: Five-Year strategic plan and Scale action plan By June 2025.** ● Approved board recommendation by Strategy Task Force
IMPACT All in. In St. Louis.	**Priority #3: Powerful Community Engagement:** Build stronger relationships and political presence in our STL Community. 1. **Empowering Informed Voices:** Build shared leadership in our students and families through effective Kairos Family Council(KFC) and branding work. 2. **Political Visibility:** Organize, mobilize, and be politically visible in local politics and the STL education landscape. **Priority #4:Strong and Sustainable Financial Model:** Ensure strong, sustainable financial model in response to our state funding realities. 1. **Prioritization and Planning:** Ensure KA is financially solvent through judicious financial planning and prioritization across the organization	**Goal 3: Organizational health development By June 2025** ● GPTW certification for Kairos Academies ● Playbooks for each functional team (BOY Ready) ● 90% of staff go through Kairos Performance Management with satisfactory grade. ● $900,000 cash on hand

Coversheet

Voting Item: CEO Succession Planning

Section: VII. Executive Committee
Item: B. Voting Item: CEO Succession Planning
Purpose:
Submitted by:
Related Material: Succession Planning Kairos-CEO (draft).docx.pdf

CEO Succession Plan 2024-2025

Emergency Succession Planning and Long-Term Talent Development Strategy

Two factors to consider in succession planning are emergency succession planning and a long-term talent development strategy.

Here's the difference between them.

Emergency Succession Planning provides a written plan that clarifies for the board, school staff, and families which staff members would own critical responsibilities and which staff members would report to the board if the CEO was suddenly unable to serve in their role.

Long-Term Talent Development Strategy can be as specific as an agreement on a future successor for the CEO and a timeline for the transition or a more general planning process to ensure that the organization has in place policies and practices to build the next generation of leadership.

To ensure your charter school, CEOs and boards must ensure that their organization has an emergency succession plan and long-term talent development strategy.

Building Your Emergency Succession Plan

Your emergency succession plan clarifies who would be responsible for managing which aspects of the school and who would report to the board if the CEO became suddenly unavailable to do their job.

Follow good processes to finalize, communicate, and maintain your plan.

The creation of an emergency succession plan originates with the CEO. The CEO drafts the plan, shares it with the CEO Support and Evaluation Committee, receives feedback, and revises it as necessary.

The final document is then shared with the full board for an official vote to accept the emergency succession plan.

Once the board approves the plan, it should be communicated to senior staff. While it can be uncomfortable to discuss emergency succession, key staff must know what they are responsible for if something comes up.

Finally, commit to reviewing your plan annually to make any necessary updates. This is best done at your September or October board meeting or annual board retreat.

CEO's guide to drafting an Emergency Succession Plan

1.　　Start with your CEO job description.

　　　Confirm that it truly reflects the CEO's significant responsibilities. If not, revise the job description or, at least, document all responsibilities that are not reflected in the job description.

　　　Then, list the categories of the primary responsibilities, with notes on the key pieces of each.

2.　　Assign each category of responsibility to a specific staff member.

　　　Ideally, especially in an emergency, responsibility for the entire job would rest with one successor. But this is often not feasible. If so, divide the responsibilities between no more than two or three people. See the examples on the following pages.

3.　　Create talent development plans as needed.

　　　Consider carefully what skills or background knowledge these staff members might need to develop to fulfill these succession responsibilities successfully.

　　　Also, consider whether your designated successors have the necessary relationships with the key constituencies (students, families, staff, donors, authorizers, community leaders, etc.).

　　　Then, create action plans for filling these gaps. See the examples on the following pages.

Example Responsibility Categories for Assignment to Emergency Successors with Key Learning Needs and Action Plans

Responsibility Category	Academic Excellence
Designated Successor	Jonathan Tyrrell
Key Responsibilities	• Develop and manage the performance of the principals instituting accountability systems to ensure that charter promises are met and exceeded. • Develop and lead the process for assessing the needs of the instructional program and planning, implementing, and evaluating short- and long-term academic goals. • Supervise the processes for recruitment, selection, initial training, ongoing professional development, and evaluation of teachers and staff.
Designated Successor Development Plan	• Board presentations during program committee: The CEO will work alongside Jonathan to ensure he communicates data-driven academic progress during cycle program committee updates.

Responsibility Category	Mission, policy, and planning
Designated Successor	Mr. Jack Krewson
Key Responsibilities	• Helps the Board determine Kairos values, mission, vision, and short- and long-term goals. • Helps the board monitor and evaluate Kairos' relevancy to the community, effectiveness, and results. • Keeps the board fully informed on the condition of Kairos and all the essential factors influencing it. • Identifies problems and opportunities and addresses them; bring those appropriate to the board and/or its committees; and facilitates discussion and deliberation. • Informs the Board and its committees about trends, issues, problems, and activities to facilitate policy-making. Recommends policy positions. • Keeps informed of developments in public education reform, the charter school movement, not-for-profit management and governance, philanthropy, and fund development.
Designated Successor Development Plan	• Jack will serve on the special task force alongside CEO and Board chair for the 2024-2025 School Year.

Responsibility Category	Management and administration
Designated Successor	Jonathan Tyrell: oversees and manages instructional staff Marnae Chavers (COO): oversees and manages operations staff
Key Responsibilities	• Provides general oversight of all Kairos activities, manages the day-to-day operations, and assures a smoothly functioning, efficient Charter School. • Assures program quality and charter school stability and sustainability through developing and implementing standards and controls, systems and procedures, and regular evaluation. • Assures a work environment that recruits, retains, and supports quality staff and volunteers. Assures process for selecting, developing, motivating, and evaluating staff and volunteers. • Recommends staffing and financing to the board of trustees. In accordance with board action, recruits personnel negotiates professional contracts, and sees appropriate salary structures are developed and maintained. • Specifies accountabilities for management personnel and evaluates performance regularly.
Designated Successor Development Plan	

Responsibility Category	Finance
Designated Successor	Mr. Ben Jackson (Director of HR and Finance)
Key Responsibilities	• Promotes programs and services that are produced cost-effectively, employing economy while maintaining an acceptable level of quality. • Oversees the fiscal activities of the charter school, including budgeting, reporting, and audit. • Works with the board to ensure financing to support short- and long-term goals. • Assures an effective fund development program by serving as the chief development officer or hiring and supervising an individual responsible for this activity. • Helps guide and enable the Board, its fund development committee(s), and its board members to participate actively in the fund development process. • Helps the board and its development committee design, implement, and monitor available fundraising plans, policies, and procedures. • Participates actively in identifying, cultivating, and soliciting donor prospects. • Assures the availability of materials to support solicitation. • Assures the development and operation of gift management systems and reports for quality decision-making

Designated Successor Development Plan	• Financial Strategy- Bennie will be enrolled in the certificate in education finance program at Georgetown University (https://mccourt.georgetown.edu/executive-education/certificate-in-education-finance-cef/).

Responsibility Category	Governance
Designated Successor	Ms. Marnae Chavers (COO)
Key Responsibilities	- Helps the board articulate its role and accountabilities and that of its committees and individual members and helps evaluate performance regularly. - Works with the board chair to enable the board to fulfill its governance functions and facilitate the optimum performance by the board, its committees, and individual board members. - With the board chair, focuses board attention on long-range strategic issues. - Manages the board's due diligence process to ensure timely attention to core issues. - Works with the board officers and committee chairs to get the best thinking and involvement of each board member and to stimulate each member to give his or her best. - Recommends volunteers to participate in the board and its committees.
Designated Successor Development Plan	

Responsibility Category	Community relations
Designated Successor	Mr. Jack Krewson
Key Responsibilities	- Facilitates the integration of Kairos into the fabric of the community by using effective marketing and communications activities. - Acts as an advocate, within the public and private sectors, for issues relevant to Kairos, its services, and constituencies. - Listens to students, parents, volunteers, donors, and the community to improve services and generate community involvement. Assures community awareness of Kairos' response to community needs. - Serves as chief spokesperson for Kairos, assuring proper representation of Kairos to the community. - Initiates, develops, and maintains cooperative relationships with key constituencies. - Works with legislators, regulatory agencies, volunteers, and representatives of the charter community to promote legislative and regulatory policies that encourage a healthy community and address the issues of Kairos' constituencies.
Designated Successor Development Plan	

The Board's Role in Building a Long-Term Talent Development Strategy

The most crucial role a board can play in developing a long-term succession strategy is to ask intelligent questions that help the CEO to articulate what the organization is doing to grow future generations of leadership.

These questions include:

- What part of the interview process for teachers or other staff is intended to gain insight into their capacity for and interest in future leadership?

- How would your CEO assign each staff person to the following key talent pipeline categories today?

  1. Those with strong leadership potential
  2. Those who may have leadership potential
  3. Those who do not possess significant leadership potential.

- What's the CEO's process for assessing which staff members are in which of the above categories? What is your CEO's plan for each?

- How does your school reward or invest in those with high leadership potential?

- What opportunities exist to allow teachers to explore their potential and grow into organizational leadership roles? (E.g., grade team or department level chairs, enrichment coordinator, summer academy administrator, Saturday school administrator, etc.)

- How is your CEO feeling about their career progression? What do they imagine doing professionally in three to five years? (Revisit this question yearly as part of the CEO's annual review.)

Recommended Action Steps

1. The CEO writes a report outlining his or her thoughts on longer-term succession management. This document should contain answers to the questions above and other relevant information.

2. The CEO then shares this document with the CEO Support and Evaluation Committee, receives feedback, and revises it as necessary.

3. The revised plan is shared with the entire board for an official vote to accept the intent of the succession management plan and the creation of specific goals and expectations for the CEO that may emerge from this process.