



Kairos Academies

Kairos Academies Board Meeting

Date and Time

Thursday February 20, 2025 at 6:00 PM CST

Location

Virtual - Zoom

<https://us06web.zoom.us/j/86712282839>

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

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Record Attendance			1 m
B. Call the Meeting to Order		Aaron Jackson	1 m
C. Review of Mission and Vision		Aaron Jackson	1 m

Mission and Vision

Mission: Kairos empowers students to direct their own lives and learning.

Vision

By offering a 21st-century school model, Kairos will empower parents with a meaningful alternative to the traditional structures that have subjugated children and

	Purpose	Presenter	Time
<p>segregated families in our city for over a century. If Kairos achieves its mission, our graduates will develop the academic function to unlock post-secondary opportunities and the executive function to thrive in whichever opportunity they choose. Wherever they go, graduates will exercise meaningful agency among their peers, leading themselves and the institutions that structure their communities.</p>			
II. Kairos Public Comment			6:03 PM
A. Time Alloted for Public Comment	FYI	Aaron Jackson	9 m
<p>Public comments allow for the public to have up to 3 minutes each to read a statement to the board of directors.</p>			
III. Board Meeting Minutes Approval			6:12 PM
A. Approval of BOY Stepback	Approve Minutes	Aaron Jackson	1 m
<p>Approve minutes for 24-25 Board Retreat on August 17, 2024</p>			
B. Approval of November Board Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
C. Approval of December Board Meeting Minutes	Approve Minutes		1 m
D. Approval of January Board Stepback	Approve Minutes		1 m
IV. Kairos PTA			6:16 PM
A. PTA Formation	FYI	Aaron Jackson	2 m
B. Kairos Board attending PTA meetings	Discuss	Aaron Jackson	3 m
C. PTA Meeting Readout	Discuss	Aaron Jackson	5 m

	Purpose	Presenter	Time
V. Outside Presenters			6:26 PM
A. Review of Kairos Learning Management System Development	FYI	Khalil Graham	10 m
B. Review of 23-24 Annual Report	FYI	Khalil Graham	15 m
VI. Kairos Senior Leadership Team Updates			6:51 PM
A. Enrollment Updates	Vote	Marnae Chavers	10 m
B. SpEd Task Force Updates	FYI	Jonathan Tyrrell	10 m
C. February SLT Stepback Review	FYI	Khalil Graham	5 m
D. CEO Goals & Contract Goals Update	Discuss	Khalil Graham	10 m
E. Compliance Update	FYI	Khalil Graham	5 m
F. Amendment Request	Vote	Khalil Graham	5 m
VII. Executive Committee			7:36 PM
A. Approval of Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
Approve minutes for Executive Committee Meeting on September 25, 2024			
B. Approval of Committee Meeting Minutes	Approve Minutes		1 m
Approve minutes for Executive Committee Meeting on November 20, 2024			
C. Committee Updates	FYI	Aaron Jackson	5 m
VIII. Facilities Committee			7:43 PM
A. Approval of Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
Approve minutes for Facilities Committee Meeting on September 25, 2024			
B. Approval of Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
Approve minutes for Facilities Committee Meeting on November 20, 2024			

	Purpose	Presenter	Time
C. Committee Updates	FYI	Nicole Plair	5 m
IX. Finance Committee			7:50 PM
A. Approval of Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
Approve minutes for Finance Committee Meeting on August 29, 2024			
B. Approval of Financials	Vote	Aaron Jackson	3 m
Approval of the following financials:			
<ul style="list-style-type: none"> • September 2024 • October 2024 • November 2024 • December 2024 • Janaury 2025 • Quarter 2 (Q2) Financials 			
C. Committee Updates	FYI	Aaron Jackson	5 m
D. 24-25 Budget/Enrollment Update	Vote	Bennie Jackson	5 m
X. Finance-Facilities Ad Hoc			8:04 PM
A. Approval of Minutes	Approve Minutes	Aaron Jackson	1 m
Approve minutes for Finance-Facilities Ad Hoc Committee Meeting on October 29, 2024			
XI. Governance Committee			8:05 PM
A. Committee Updates	FYI	Whitney Young	5 m
XII. Program Committee			8:10 PM
A. Committee Updates	FYI	Mike Vachow	5 m
XIII. Other Business			8:15 PM
A. Finalization of 24-25 Board Goals	Vote	Whitney Young	5 m

Purpose

Presenter

Time

Review of BoardonTrack for Board Goals Updates

- Executive Committee
- Governance Committee
- Program Committee
- Finance Committee
- Facilities Committee

XIV. Closing Items

8:20 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

Approval of BOY Stepback

Section: III. Board Meeting Minutes Approval
Item: A. Approval of BOY Stepback
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for 24-25 Board Retreat on August 17, 2024

APPROVED



Kairos Academies

Minutes

24-25 Board Retreat

Date and Time

Saturday August 17, 2024 at 9:00 AM

Location

3449 S Jefferson Avenue, St Louis, MO

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.

Directors Present

A. Jackson, A. Sullivan, K. Owen, M. Vachow, N. Plair, W. Young

Directors Absent

None

Ex Officio Members Present

K. Graham, S. Bauer

Non Voting Members Present

K. Graham, S. Bauer

Guests Present

A. Trapp, B. Jackson, J. Irby, J. Krewson (remote), J. Tyrrell, L. LeComb, M. Chavers (remote), P. Badea

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting to order on Saturday Aug 17, 2024 at 9:05 AM.

C. Approve Minutes

D. Approve Minutes

E. Approve Minutes

F. Welcome and Overview of Agenda

Roundtable and Introductions

II. Kairos Academies Leadership Team

A. Managing Director of Schools Updates

Big Rock: Getting Special Ed Dept in compliance and on track

As of 8/16/24 we have 136 students that receive special services

Math/Science significantly under performed

- We are growing in the right direction but still not to our standards

Kids are coming to us really low but growing significantly if we keep them

Critical Student Intervention Data

- Critical student is any student that receives special services
- This data does not include students that were not receiving special services but should be

Reviewed Cycle 0 Priorities

B. Chief Operating Officer Updates

Reviewed Team Summary: Operations, Data, Tech & Recruitment

All Metrics are Off Track

OPS Team completed 66% of tasks completed
BOY Task Completion OCS

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

Enrollment OCS:

- 404 Students showed up FWOS

Causes:

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

Reviewed Plan for Recruitment Intensive the week of 8/19 - 8/23

- Network Academic Staff will focus on returning students

C. Managing Director of Finance and HR Updates

Administration Office KPI's

24-25 Staff Vacancies Updates:

Network 100% filled

OPS 100% filled

HS - 97% (Next Prep Position Open)

MS - 90% (6/7th grade math, Co Teacher Open)

Overall ORG - 97%, our goal is 95%

Reviewed 23-24 June Financials

Total Revenue over projection

62% below projected State Revenue

- State increased school payment per child

Below Projections:

- Benefits and Taxes
- Staff Related costs
- Rent
- Occupancy Service
- Office and Business Expense (Network Rent, Our office)

Transportation is a concern - at minimum we can lease 3-4 buses, this could increase our enrollment

- Discussed Budget Revision Process
 - We will review Enrollment in the next Board Meeting

D. Chief Strategy Officer Updates

1. First 5 days of school communication updates
2. Convocation review and takeaways
3. 23-24 Final data closeout

Comms Outcomes:

- 407+ students attended FWOS
 - Below our target of 650 students enrolled
- 0 Students withdrew
- 20+ new students enrolled

Parents have one pages delivered through multiple channels to give clear guidance on whom to communicate with

Jack Reviewed the different communication types leading up to the first day of school

- Robo call is a new feature test

Solutions:

Continue to blast open seat availability through next two weeks (Social media, paid advertising, etc.)

Reviewed suggestion for next school year

E. CEO Goals Updates

“1 Band, 1 Sound”

No matter what happens if we stay aligned, progress will happen

Goals for Today:

- Learn about where we are (Data & Org Values)
- Discuss where we are going
- Build deeper relationships with board
- Have fun while we learn

The Kairos North Star:

Vision & Mission + Our Core Values + Graduate Aims

Is the meeting of our Mission, Mission, Core Values and Grade Aims to service our team & family toward a legacy of success

Kairos Leadership 101:

How we make a difference towards our success

As leaders we drive the culture, culture drives behavior, behavior produces results

Khalil has been working with his leadership to build Thinks & Acts

When you're breaking down things to people are you able to articulate what the thing is
Between how you think and how you act it affects our academics, culture and systems

Our Why is Powerful:

What's your purpose, cause and belief and why should anyone care?

People don't buy what you do, people buy Why you do it

How we Win:

The behaviors that lead to success

Your culture energies and shapes the behavior of your people, the way you lead creates the culture

Culture eats strategy for lunch

Culture is what leads when no one is watching

Having a strong culture is like hiring great leaders that you don't have to pay for

Leaders 1st, People 2nd, Organization 3rd

When the people change, the numbers change because behavior drives results

Bottom Line - Without a clear and compelling why, we lose momentum to take our team and family on the journey to our North Star

23-24 Review:

Wins from 23-24

5 Year Charter Renewal

Purchase of Permanent Facility Land

Learnings with Budget and HR

College and Career Readiness in HS

24-25

Manager Development

School Culture.& Climate

Gradient Learning

III. Board Retreat Agenda

A. Board Survey Review

We don't have a Development Committee, we're not fundraising. This is a challenge we are aware of and need to get to

Financial Policies and Procedures:

The board ranked Level 1, the CEO ranked Level 3

- We might have good oversight in how we do our budgeting but we do not have a Treasurer on the Board
- Board to set goal to fill the Treasurer role

Board Recruitment:

- Recruiting across the Board is Challenging, there is no Educational board in the St. Louis Region that is completely full
- We need to establish a plan to get outside of our specific networks
- We need a better plan for recruiting
- Get outside of our City network and leverage the County
- Exercise: Identify who knows who on the Board
- Create Opportunities to build in the County of St. Louis
- Tap into the Retiree Capital, they may have more time to commit to the Board
- Reach out to the Gala list for people that might be interested or know of others that would be a good fit for the Board

- Reach out to different orgs that have Community Engagement Communities that want to help with Communities and Schools with curriculum
 - Create a Volunteer Recognition Category to highlight at the Gala "Friends of Kairos" Category
- Have Kairos Staff share where they see a gap or miss in opportunity
- Create a Communication Plan for Board Members to share on Social Media Platforms
- Maintain consistent communication, engage with parents and students. At some point it becomes the students decision

Is there a need to lean into Special Education? There could be an opportunity for us to differentiate ourselves

B. BOY Ready Priorities for the Year Review

C. Kairos 2.0 Greenlighting Process

Questions to help us decide how to move to our North Star:

- Facility - we are locked into current Facility until 2028
- Funding
- Grades Served - Do we know what a good Elementary model is that supports what we do? Do we have a leader to open those grades?
- School Structure -
 - Big > Systems + Strategy (Economy of Scale)
 - Small > Cost Efficient but harder to work with priority groups

The demographics are not great for the city right now

The demographic challenge will be there, but what do we do well as a school? What is our 30 sec pitch?

Does City Hall still host Charter School Fairs? - where families can come in to see what their options are for Charter Schools

What sets us apart from our competition (strengths):

- High school program is a good program - we have quality teachers in the high schools
- We have good systems in place
- Currently with our staffing we have more expertise (quality)

K-12 the biggest challenge for us is Facilities

High fix cost, low variable cost for a HS Commitment

How do we scale up enough to be good enough?
Open up a new school would take roughly 18-24 months

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 1:04 PM.

Respectfully Submitted,
A. Sullivan

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Coversheet

Approval of November Board Meeting Minutes

Section: III. Board Meeting Minutes Approval
Item: B. Approval of November Board Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Kairos Academies Board Meeting on November 21, 2024

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Meeting

Date and Time

Thursday November 21, 2024 at 6:00 PM

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.

Directors Present

A. Jackson (remote), A. Trapp (remote), K. Owen (remote), N. Plair (remote), W. Young (remote)

Directors Absent

A. Sullivan, M. Vachow

Directors who arrived after the meeting opened

K. Owen

Ex Officio Members Present

K. Graham (remote), S. Bauer (remote)

Non Voting Members Present

K. Graham (remote), S. Bauer (remote)

Guests Present

B. Jackson (remote), J. Irby (remote), J. Krewson (remote), L. LeComb (remote), M. Chavers (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Thursday Nov 21, 2024 at 6:00 PM.

C. Public Comment

D. Mission Statement

Reviewed Kairos Mission Statement

E. Vision Statement

Reviewed Kairos Vision Statement

F. Approve Cycle 1 Board Agenda

W. Young made a motion to approve the minutes from Kairos Academies Board Meeting on 09-26-24.

A. Trapp seconded the motion.

The board **VOTED** to approve the motion.

II. Facilities Committee Update

A. VOTING ITEM: Facilities Committee Goals

Facilities Goals are still being discussed and finalized, will review at next Board Meeting

K. Owen arrived at 6:14 PM.

B. Chief Strategy Officer Updates

Secured the new market Tax Credit \$4.5M

Option A: Blue Hub and Lisk going in on the loan together, Lisk has a special product at 3% interest, \$8M at 7.8% Interest

Option B: Equitable Facilities Fund (EFF) - 4.5% interest

Underwriting:

We are through initial intake with Bluehub and Lisk. They will go through complete underwriting, it will take about 3 months

For EFF we would use Lisk, we would need a terms sheet from EFF

Difference between two options \$250,000 year over year. Between 1.6M and 1.9M depending on Net

Owners Rep for Construction Project:

- Allows us to hire someone on Kairos side to check construction work and development to ensure the project stays on task
 - We have evaluated the bids on the proposal
 - 2 Options based on our ratings
 - Waiting to confirm hours and distribution of time over the course of the project
- Option 1: Building Hope
- Option 2: QPD and HKW

W. Young made a motion to Approve Facilities Committee to move forward on closing either Loan as long as it stays within our guidelines and ratios.

N. Plair seconded the motion.

The board **VOTED** to approve the motion.

W. Young made a motion to Authorization to choose either Option for Owners Rep.

N. Plair seconded the motion.

The board **VOTED** to approve the motion.

C. Chief Operating Officer Cycle Reflections and Updates

Discussed Current Enrollment

507 Students enrolled, 96% to budgeted goal

ADA is 80.38% MS, 80.05% HS

- 227 students at MS
- 280 students at HS

Change below 10%

Original Goal

MS - 342

HS - 360

A. Trapp made a motion to Approve sending current updated enrollment numbers to sponsor.

W. Young seconded the motion.

The board **VOTED** to approve the motion.

III. Program Committee

A. VOTING ITEM: Programing Committee Goals

Reviewed Program Committee Goals:

- Identify at least one new trustee Program Committee member
- Create a board-level dashboard for postsecondary school success
- Strengthen efforts to support middle school growth and excellence

W. Young made a motion to Approve Program Committee Goals.

A. Trapp seconded the motion.

The board **VOTED** to approve the motion.

B. Chief Schools Officer Cycle Reflections and Updates

Khalil provided updates on overall progress of MS and HS

IV. Finance Committee

A. VOTING ITEM: Finance Committee Goals

Reviewed Finance Committee Goals

- Achieve a clean financial audit for fiscal year 2023-2024
- Approve the 2025-2026 budget by June 30, 2025
- Enhance financial reporting and transparency
- Diversify revenue streams and increase funding efforts
 - Committee needs to determine how success will be measured

Finance Committee Goals are tabled until the next board meeting

Areas for Improvement:

- Establishing systems and controls to hold budget managers accountable to the budget they agreed to at the beginning of the year
- We need to do a better job at establishing processes for the Bid process for RFPs
- Putting rigor and discipline around diversifying our revenue streams

B. Chief Administrative Officer Cycle Reflections and Updates

C. Approval of September Financials

- Reviewed Executive Summary
- Reviewed September Monthly - Statement of Activities
- Reviewed September Monthly - Statement of Cash Flow
- Reviewed September Monthly - Balance Sheet

W. Young made a motion to Approve Kairos September 2024 Financials.

N. Plair seconded the motion.

The board **VOTED** to approve the motion.

V. Governance Committee Updates

A. VOTING ITEM: Governance Committee Goals

Reviewed Governance Committee Goals:

- Complete semi-annual and annual evaluation of CEO
- 85% of board members meet their annual commitments
- Execute two training programs in the next year for the full Board + advisory team
- Recruit and onboard a Treasurer before the beginning of the next school year

A. Trapp made a motion to Approve Governance Committee Goals.

N. Plair seconded the motion.

The board **VOTED** to approve the motion.

B. VOTING ITEM: MCPSA Charter Model Policies

The following Updates to MCPSA Charter Model Policies

- Personal Financial Disclosure
- Official School Year And School Day Model Policy
- Identification Cards Model Policy [only required for schools that serve pupils in grades 7-12 and issue school IDs]

Tom has reviewed the Updates and has no concerns.

A. Trapp made a motion to Approve MCPSA Charter Model Board Policies Updates.

W. Young seconded the motion.

The board **VOTED** to approve the motion.

VI. Executive Committee

A. Executive Committee Goals Update

- Executive Committee has opted out of Committee Goals for this school year
- PTA - A number of parents are organizing what would be some form of a PTA.
 - They have yet to determine at what level they will form

- The Board will provide the parents with information, resources and guidance

VII. CEO Office Updates and Reflections

A. Introducing Master BOY Ready Folder

- If you have not scheduled Connection time with Khalil, please follow up with Stella to schedule before EOY
- Khalil shared the Source of Truth Document with the Board
 - Stella reviewed the Operating Mechanisms and Goals & Metrics Folder of the Master BOY Ready Folder
 - Operating Mechanisms - This folder helps keep track of standard operating mechanisms across teams
 - Goals and Metrics - Updated cycle by cycle, this ensures we're staying on track with goals and metrics throughout the year
- Strategy/Task Force Team have conducted 2 meetings discussing the best pathway to move forward with guiding questions for Kairos, discussing what kind of organization do we want to be. They will have something formulated for the board at our Mid Year Board Retreat
 - Projected Operating Cost:
 - High School will cost for staffing \$1.9M, Middle School will cost for staffing \$1M

VIII. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:24 PM.

Respectfully Submitted,
N. Plair

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Coversheet

Approval of December Board Meeting Minutes

Section: III. Board Meeting Minutes Approval
Item: C. Approval of December Board Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Kairos Academies Board Meeting: Special Session on Annual Audit on December 30, 2024

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Meeting: Special Session on Annual Audit

Date and Time

Monday December 30, 2024 at 11:00 AM

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.

Directors Present

A. Jackson (remote), A. Trapp (remote), M. Vachow (remote), W. Young (remote)

Directors Absent

K. Owen, N. Plair, P. Badea

Ex Officio Members Present

K. Graham (remote)

Non Voting Members Present

K. Graham (remote)

Guests Present

B. Jackson (remote), L. LeComb (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Monday Dec 30, 2024 at 11:00 AM.

C. Public Comment

D. Mission Statement

E. Vision Statement

II. Audit Review

A. Annual Audit Review

- The special session of the Kairos Academy's board meeting focused on reviewing the annual audit for fiscal year 2024.
- Aaron Jackson confirmed a quorum and opened the floor for public comments, which yielded no responses.
- Bennie Jackson expressed appreciation for Clark Hanner and the Marr & Company team for their timely completion of the audit. Hanner discussed the challenges encountered during the transition from previous auditors and thanked the board for their support, emphasizing the importance of approving the audit to meet necessary deadlines.
- Clark Hanner presented the audit findings, noting that the organization received an unmodified opinion, indicating compliance with the modified cash basis of accounting. He reported no significant deficiencies or material weaknesses in internal controls or federal awards, particularly for Title I.
- Hanner highlighted the need for a surety bond or insurance policy for employee theft, recommending an increase to meet statutory minimums. He also addressed the organization's financial status, pointing out a decrease in net assets due to rising expenses despite stable revenues, and confirmed that retirement contributions were fully paid as of the end of July.
- The board discussed the organization's operating budget, with Aaron Jackson emphasizing the need to transition from a negative to a positive figure.
- Hanner proposed a two-person signer policy for large expenditures to enhance financial oversight, and the board agreed on the necessity of a secondary signer for transactions above a certain threshold.
- Mike Vachow raised concerns about rebuilding the relationship between the Kairos Foundation and the academies, which Jackson acknowledged as important for fundraising efforts.

- Hanner clarified that while financial reporting would consolidate for the school and its foundation, they would remain separate legal entities requiring distinct audits and tax returns.

A. Jackson made a motion to Approve the 2024 Kairos Academy Audit.

M. Vachow seconded the motion.

The draft audit was approved unanimously after addressing a correction regarding property equipment purchases, with Jackson outlining the next steps for documentation and publication.

The board **VOTED** unanimously to approve the motion.

Roll Call

P. Badea Absent

A. Jackson Aye

N. Plair Absent

W. Young Aye

K. Owen Absent

A. Trapp Aye

M. Vachow Aye

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:49 AM.

Respectfully Submitted,

A. Jackson

Documents used during the meeting

- Kairos 2024 Audit Report draft 12-30-24 (1) (1).pdf

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Coversheet

Approval of January Board Stepback

Section: III. Board Meeting Minutes Approval
Item: D. Approval of January Board Stepback
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Kairos Academies Mid Year Board Retreat on January 25, 2025

APPROVED



Kairos Academies

Minutes

Kairos Academies Mid Year Board Retreat

Date and Time

Saturday January 25, 2025 at 8:00 AM

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.

Directors Present

A. Jackson, K. Owen (remote), W. Young

Directors Absent

A. Trapp, M. Vachow, N. Plair, P. Badea

Ex Officio Members Present

K. Graham, S. Bauer

Non Voting Members Present

K. Graham, S. Bauer

Guests Present

A. Sullivan, B. Jackson (remote), J. Irby, J. Krewson, J. Tyrrell (remote), L. LeComb (remote), M. Chavers

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting to order on Saturday Jan 25, 2025 at 8:03 AM.

C. Approve Minutes

D. Welcome and Overview of Agenda

Khalil Graham reviewed the presentation overview and key understandings the SLT reviewed in their previous week's MOY retreat.

II. Kairos Academies Leadership Team

A. Current Financial Outlook

Bennie discussed his progress on five key goals, reporting that he is at 33% for leadership training and aims for 900,000 in cash on hand by June 30th. He acknowledged delays in training sessions and the need for better communication and accountability among his team. Bennie also mentioned the importance of using data from employee satisfaction surveys to improve staff retention.

Bennie shared the mid-year financial reports, indicating that year-to-date revenue is about \$5.2 million while expenses have reached \$5.5 million, leading to a 6% deficit. He pointed out that enrollment has decreased significantly, with current figures at 494 students compared to the budgeted 662. This decline in enrollment has contributed to unrealized revenue and necessitated budget adjustments.

The team discussed the need for proactive expense management, with a focus on communicating spending requirements to Bennie to avoid overspending. They explored the possibility of negotiating delayed payment terms with vendors to improve cash flow. Additionally, the importance of monitoring cash on hand was highlighted, with specific thresholds indicating financial health.

B. Review of Persistence and ADA

The ops team is focusing on academic and operations collaboration, customer service, and documentation culture as their top priorities. Enrollment has decreased to 494 students, with significant attrition occurring primarily in fifth and ninth grades. The team has implemented a records email system to better track student withdrawals and reasons for leaving, which has provided valuable data for understanding student persistence.

The team reported an 88% persistence rate among students and discussed efforts to strengthen relationships with other schools for better documentation of student transfers. They are implementing incentives for students with high attendance rates and have

begun using PowerSchool for tracking attendance. Additionally, they are focusing on improving communication with families and providing cultural supports for students.

C. Review of Kairos SpED

Jonathan Tyrrell discussed the current state of SPED compliance, noting that 96% of students have completed IEPs and 504 plans. She reported a significant improvement in compliance rates, with a reduction from 76.8% to 40% of existing IEPs being out of compliance. Additionally, she outlined key action steps taken, including hiring new staff and implementing a SPED-specific software for documentation.

The team is targeting March 15th to respond to a letter of concern, with Natalie indicating that this is a conservative estimate. They emphasized the importance of crafting a clear narrative to communicate their ongoing efforts in special education, particularly in light of recent changes and challenges. The discussion included the potential risks of public perception and the need for strategic messaging.

D. Review of Commission Site Visit Report

Jack presented an overview of the Commission's annual site visit, emphasizing strengths like alignment among mid-level leaders and effective board collaboration. He identified enhanced communication and transparency as key areas for improvement, particularly regarding urgent network-wide decisions. Specific instances, such as the rollout of Sweet 16 and the termination of a substitute provider, were discussed as examples of communication challenges.

The conversation focuses on fostering a culture of personal ownership and continuous improvement, stressing that team members should take responsibility for their actions rather than blaming external factors. Clear expectations must be set for team members, and subjective judgments should be replaced with objective assessments of whether individuals align with the organization's core tenets.

The conversation highlighted the disconnect between leadership and staff, stressing the need for a thorough root-cause analysis to improve retention and performance. Participants noted the challenges of integrating new staff from larger districts and the importance of clear communication and effective interview protocols. The need to ensure that all hires are well-suited for their roles was also emphasized.

The conversation highlighted the importance of effective communication and the need for network staff to be more embedded within schools. Participants acknowledged the challenge of balancing support for teachers with respecting the authority of school leaders. They emphasized the value of firsthand experiences in understanding the needs of teachers and students.

The conversation highlighted the need for clear communication and ownership in relation to the report for the commission. Participants discussed the necessity of including an executive summary to accompany the report, ensuring that the teachers' statements are accurately represented. There was also mention of upcoming events, including an hour of code for students, aimed at engaging them in STEM activities.

E. Review of Academic Data

Jonathan and Jack discussed the academic achievement data, emphasizing the importance of understanding both long-term trends and immediate impacts. They pointed out that while overall proficiency in English and math has declined, student growth, especially among underserved populations, has been strong. This discrepancy is attributed to changes in the student population and the challenges of reporting accurate data.

Jonathan Tyrrell shared that 50% of middle school and 52% of high school students met or exceeded their reading growth projections, indicating a positive trend in literacy. Fifth-grade students excelled in reading but need more support in math, while the transition to the Gradient platform has enhanced student engagement and feedback. Additionally, 36% of students demonstrated mastery in all subjects, and efforts are underway to address missing assignments and improve communication with parents.

F. Review of Kairos Building Plan

Jack and Marnae discussed the potential move to the GP site for the middle school, highlighting its benefits of providing separate assembly areas for both schools. They have negotiated a lease for \$265,000 annually, which is expected to be revenue-neutral despite some additional moving costs.

Participants discussed the impact of staggered school start and end times on parents, emphasizing the complications of drop-off and pick-up for children in different grades. One speaker shared their experience of managing two children in separate schools and suggested that adjusting start times could alleviate some of the stress. The need for a detailed pick-up and drop-off plan was also mentioned.

Updates on site planning revealed that the school's opening has been pushed to fall 2027 due to budgetary constraints and the need to build cash flow. The team is working to communicate with lenders and is optimistic about moving forward with a June-August timeline. However, there are risks associated with not securing new market tax credits, which could impact the project's financial viability.

III. CEO Updates

A. CEO Goals Update

A board meeting is being scheduled by Stella to review updates and obtain necessary approvals. The conversation focused on the differing definitions of "quality seats" from various stakeholders, including the Commission and Opportunity Trust. It was noted that understanding these definitions is crucial for tracking performance indicators and ensuring alignment with expectations.

B. Org Priorities Executive Updates

SLT reviewed the organizational priorities of Student Persistence, Manager Development, and Gradient Implementation with the Board.

C. Reportwell Compliance

Stella discussed the transition to ReportWell, highlighting its role as the new platform for compliance data submission. Currently, Kairos is a test school for this system, and while there have been challenges, compliance rates have improved to 90%. To further enhance communication and prevent future issues, Stella will hold regular meetings with Tanya to review due dates and requirements.

IV. Greenlight

A. Strategic Task Force Updates

Recommendations were made to continue to review long term grades served over the next year, with Jack presenting a greenlight rubric that serves and conversation guidance for the board and our conversations with our authorizer.

V. Board Work Time

A. Review of Kairos PTA

The board discussed the newly formed Kairos PTO and Kairos team's support of the initiatives over the course of the next month.

VI. Closing Items

A. Adjourn Meeting

A. Jackson made a motion to adjourn the meeting.

W. Young seconded the motion.

The team **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 1:24 PM.

Respectfully Submitted,

A. Jackson

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Coversheet

Review of Kairos Learning Management System Development

Section: V. Outside Presenters
Item: A. Review of Kairos Learning Management System Development
Purpose: FYI
Submitted by:
Related Material: Project Summary (1).pdf

PROJECT OVERVIEW

Kairos Academies, Keen Compass LLC, and Williams Consulting & Design LLC are collaborating to develop professional learning that supports high-quality teaching and learning for Kairos Academies students, to lead toward stronger outcomes during and after high school. The courses will primarily be administered through a learning management system.

STRATEGY

Our strategy involves proven adult learning methods, research-based education practices, and a highly responsive approach to managing deliverables. Below is a description of how the project is being developed including project deliverables.

COLLABORATION

Planning Documents Shared Electronically for Feedback and Revision – <i>In Progress</i>
All Resources Stored in a Shared Cloud Location – <i>In Progress</i>
Regular Kairos Team Updates Via Email and Virtual Check Ins – <i>In Progress</i>
Consult with the Kairos Chief of Academics for Coaching Clinic Planning – <i>Spring 2025</i>

DELIVERABLES

Professional Learning Courses for the PayCor LMS
<p>LMS Course Components</p> <ol style="list-style-type: none"> 1. Learning Objectives - Clearly defined and established with the Kairos frameworks and priorities. 2. Course Titles - Developed for each course to align with the learning objectives. 3. Course Outlines – Developed for each course and provided to the Kairos team for feedback and future use. 4. Slide Decks - Developed for each course and provided to the Kairos team for feedback and future use. 5. Videos – Created using slide decks and voice recordings to be embedded in the LMS. 6. Activities and Artifacts - Each course will include several activities and at least one artifact that participants can continue to use in their own practice. Clean copies will be made available to the Kairos team for ongoing use. 7. Organized Flow for PayCor Upload
<p>LMS Courses In Progress with Completed Components</p> <ul style="list-style-type: none"> • Optimizing Team Dynamics: Strengths-Based Leadership and Proactive Conflict Management <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> • Tailored Coaching for Teacher Empowerment and Growth <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> • Calm, Connected, and Composed: Leading with Emotional Intelligence <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> • Mastering Your Time: Leveraging the Eisenhower Matrix as a School Leader <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> • Using Data to Drive Instruction <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> • Feedback in Action: Monitoring and Guiding Student Learning <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> • Structured for Success: Engaging All Through Effective Collaboration <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Coversheet

February SLT Stepback Review

Section: VI. Kairos Senior Leadership Team Updates
Item: C. February SLT Stepback Review
Purpose: FYI
Submitted by:
Related Material: (Cycle 4) KA Senior Stepback Agenda 24-25.docx.pdf



Why the meeting: Stepback is our cyclical opportunity to review data and prioritize as a senior team to move the organizational priorities towards the quarterly benchmarks.

How does it connect to North Star: For generations to come, for Kairos to change how student perspectives are valued in the classroom and for us to help co-create with students individualized paths towards a choice-filled life of excellence, we need to be a data-driven organization that prioritizes accordingly with thoughtful stepbacks, which will keep our teams aligned towards our long term success.

Before Meeting

- *Before Meeting (2 hours Max)- [Stella Bauer](#) ensures accountability*
 - Complete Prewrite- (each leader will update 24 hrs before stepback)
 - Ensure full team availability 24 hours before
 - Select Roles for each team member (Facilitator, Notes, Norms/action steps, timer).

Important Links	Notes
EA transition plan (2.4)	Updated transition plan for Stella through Spring Break (Inform)
Kairos MOY Slide Deck: TEMPLATE	The TOT slide deck is due next week. I will be asking for support from select team members by the end of the week. (Inform/Action)
Executive Leadership Academy: Artifact Success Criteria (KG Review)	Best practice resource that is being used to support our ELA work with Marnae Chavers and Jonathan Tyrrell . Bennie Jackson and Jack Krewson there are some good criteria for success to look at your BOY ready with (e can discuss)
Staffing Revamp Project Plan	Attaching the project plan here for final review
Kairos Learning Design Draft	Inform- this is the work for the leadership courses going into Paycor for next year.
File Compliance To-Do 24-25 Master Data Dashboard Student Services	Inform- SpEd checklist for compliance.



SLT Cycle 4 Stepback		
Time	Agenda Item	Notes
8 am-10 am	Structured Work Time	<ul style="list-style-type: none"> • Team members have access to Schoolhouse for meeting • Potential work activities <ul style="list-style-type: none"> ○ Review & update of Asana Action Steps ○ Finalization of your tactical agenda items ○ Finalization of your TFC deliverables ○ Finalize your Board Committee with Stella Bauer (required)-5-10 mins
10 am-12 pm	Tactical Agenda Items	<ul style="list-style-type: none"> • Khalil Graham will lead with SLT <ul style="list-style-type: none"> ○ See the list below with time stamps
12 pm-2 pm	Structured Team Activities	<ul style="list-style-type: none"> • Principals Join • Stella Bauer will provide lunch



		<ul style="list-style-type: none"> Meeting Locations <ul style="list-style-type: none"> ELA Meeting (Jonathan Tyrrell / Marnae Chavers / Khalil Graham)-Schoolhouse Conference Room Small Conference room worktime (Adaure Nduka and Peter Schroeder) Upstairs training room worktime (Jack Krewson and Bennie Jackson)
2 pm-230pm	NWEA Data	<ul style="list-style-type: none"> Guiding Questions below
230pm-250pm	Inservice Review	<ul style="list-style-type: none"> Guiding Questions below
250pm-320pm	Teacher First Compensation Updates	<ul style="list-style-type: none"> Here is the project plan folder: 📁 Teacher First Compensation 25-26
320pm:330pm	Closing Commitments	
330pm-5 pm	Team Divided Tasks	<ul style="list-style-type: none"> 330-430 Teacher Leader Worktime (Khalil Graham) 4-5 Focus Group (TFC) 330-5- worktime and questions

Section	Presentation Priorities
Tactical Agenda Items	<ul style="list-style-type: none"> SpEd Team Updates (Jonathan Tyrrell)- 10 minutes <ul style="list-style-type: none"> Outcome: SLT is aware of the current plan and progress toward LOC action items (Jonathan Tyrrell -please share the tracker during this time) <ul style="list-style-type: none"> Link: Reportwell Update (Stella Bauer)- 5 minutes <ul style="list-style-type: none"> Outcome: SLT is aware of current outstanding tasks and next steps. Stella Bauer pull the website directly up during this time. Calendar Review (Stella Bauer)- 10 minutes <ul style="list-style-type: none"> Outcome: SLT is aware of Cycle 5 key events and staff out Internal Comms Protocol (Stuart Murray)- 15 minutes <ul style="list-style-type: none"> Outcome: SLT is aware of our communications protocol and how to use it to create communication plans for major decisions. Strategic Planning Updates (Nilesh Patel)- 10 minutes <ul style="list-style-type: none"> Outcome: SLT is aware of the current status of planning and potential adjustments Fundraising Updates (Nilesh Patel)- 10 minutes



	<ul style="list-style-type: none"> ○ Outcome: SLT is made aware of key grant progress and action planning for 24-25 PTGs ● Momentum Site Move Logistics (Marnae Chavers) - 15 minutes <ul style="list-style-type: none"> ○ Outcome: SLT is aware of current move plan priorities and how they are being tracked. Marnae Chavers please share the current tracker here for future review. <ul style="list-style-type: none"> ■ Link: Momentum Site Move OPS ELA Deliverables (MC Update) ● Recruitment & Enrollment Updates (Marnae Chavers)- 10 minutes <ul style="list-style-type: none"> ○ Outcome: SLT is aware of enrollment trends and current strategies to meet PTG progress. ● Budget xUpdates 25-26 (Bennie Jackson)- 5 minutes <ul style="list-style-type: none"> ○ Outcome: SLT will see a high level of expense and revenue forecast for the upcoming SY. Bennie Jackson please link the document below. <ul style="list-style-type: none"> ■ Link: ● Paycor Training Modules (Bennie Jackson) - 15 minutes <ul style="list-style-type: none"> ○ Outcome: SLT will be made aware of the training capacity of Paycor ● JazzHR to Paycor (Bennie Jackson)- 15 minutes <ul style="list-style-type: none"> ○ Outcome: SLT will review the hiring platform in Paycor
NWEA Data	<ul style="list-style-type: none"> ● Guiding Questions <ul style="list-style-type: none"> ○ How does our MOY Data compare to 23-24 MOY Data (Proficiency/Growth) ○ What does the specific data tell us in each subject (Proficiency/Growth)-Math/ELA/Science? What are the wins and areas of concern? ○ What are the current plans to act on the data during inservice/cycle 5-6?
Inservice Review	<ul style="list-style-type: none"> ● Guiding Questions <ul style="list-style-type: none"> ○ What are Teachers/teacher leaders doing each day? How does this align with current priorities? <ul style="list-style-type: none"> ■ Name the specific work time available and what it's focused on ■ What differentiated opportunities are teacher leaders receiving during inservice? ■ Point out explicitly where insight data will be reflected on/org health will be reflected on Jonathan Tyrrell ○ What are campus-based leaders doing each day? How does this align with current priorities? <ul style="list-style-type: none"> ■ Name specifically where PTGs, work time, and meetings with SLT are happening (if not happening during inservice- name specifically where these are on the calendar). ○ What are the network team responsibilities during inservice (both training delivered and support requested in other areas)?



Coversheet

Compliance Update

Section: VI. Kairos Senior Leadership Team Updates
Item: E. Compliance Update
Purpose: FYI
Submitted by:
Related Material: Notes - Kairos Academies_MCPSC Bi-Weekly Governance Check In.pdf

Feb 25, 2025 |

Kairos Academies/MCPSC Bi-Weekly Governance Check In

Attendees: Khalil Graham Aaron Jackson Whitney Young Nilesh Patel
McGeehon, Martha Lance LeComb

Notes

-

Action items

-

Feb 11, 2025 |

📅 Kairos Academies/MCPSC Bi-Weekly Governance Check In

Attendees: Aaron Jackson Khalil Graham McGeehon, Martha Nilesch Patel
Whitney Young

Notes

- Nilesch Patel will be transitioning to take over the Reportwell
- Stella Bauer will be finalizing all outstanding documents by Friday 2/14 and communicate on the status of any outstanding tasks
- Regular communications on finances and board governance will be kept up
- Letter of concern will be incoming
 - Minutes aligned with Sunshine Laws
 - Enrollment amendment to contract (amend enrollment when there is a 10% deviation above or below original number)
 - Schools can do a 1-year amendment (fluke event, expect to be at original numbers in following years)
 - Schools can also amend to be an incremental shift (expect altered enrollment numbers for future numbers)
 - Letter of concern will mention that we already have a review of BoT and have regular meetings are taking place
- Commission is looking to clarify how layoffs are affecting all aspects of the school
- Commission is looking to have monthly finance check-ins and have approvals of finances
 - A struggle is with LDR cascades when we can talk about them with the board
 - We are taking more internal reviews of this to help reduce the stress on LDR
 - Looking to complete January finances by the 14th
- Board Meeting/committee touchpoints
 - Commission will be sharing points for reports from last year SY (draft incoming in next couple days)
 - Need 10 minutes for presentation, extra time for any questions surrounding the presentation from the board
- Board will provide update on action plans and dates (SPED)

Action items

- Stella Bauer will finalize all outstanding currently on Reportwell by Friday 2/14 and communicate the status of any outstanding tasks

- Commission teams will update board and committee due dates in Reportwell in alliance with most updated Kairos board calendar
- Commission will share draft of Kairos board meeting presentation with Kairos before board meeting on 2/20


Subject: Upcoming Meeting with Missouri Public Charter School Commission


Dear Team,

I hope you're all doing well. I'm reaching out to confirm our upcoming meeting with Martha McGeehan from the Missouri Public Charter School Commission. This meeting will focus on compliance and accountability updates, upcoming board meeting expectations, and progress on the action plans the Commission has requested from Kairos Academies.

Meeting Details:

 Date: Tuesday 2/11/2025

 Time: 30 Minutes

 Location: Virtual - Zoom, for meeting recording please contact [Khalil Graham](#) or [Stella Bauer](#)

Attendees:

- ~~Martha McGeehan — Missouri Public Charter School Commission~~
- ~~Amy Brown — Missouri Public Charter School Commission~~
- ~~Laurel Bounds — Missouri Public Charter School Commission~~
- Jack Krewson – Kairos Academies
- ~~Nilesh Patel — Kairos Academies~~
- ~~Lance LeComb — Kairos Academies~~
- ~~Aaron Jackson — Kairos Academies~~
- ~~Dr. Khalil Graham — Kairos Academies~~
- ~~Stella Bauer — Kairos Academies~~

Agenda:

1. Welcome & Meeting Objectives (5 min) – Overview of meeting goals and introductions (Dr. Khalil Graham)
2. Compliance & Accountability Updates (10 min) – Review of compliance status, outstanding reporting, and financial accountability updates (Jack Krewson, Nilesh Patel, Lance LaCombe, Aaron Jackson)

3. Board Meeting Planning & Expectations (5 min) – Discussion on upcoming board meetings and Kairos' participation requirements

4. Action Plan Updates (5 min) – Progress review on action plans requested by the Commission (Jack Krewson & Dr. Khalil Graham)

5. Questions & Next Steps (5 min) – Open discussion and follow-up planning

Please review the agenda and come prepared with any key updates or questions. Looking forward to a productive discussion. Let me know if there's anything specific you'd like to address in advance.

Coversheet

Amendment Request

Section: VI. Kairos Senior Leadership Team Updates
Item: F. Amendment Request
Purpose: Vote
Submitted by:
Related Material:
Amendment Number 7_ Amendment Policy, Enrollment, and Contract Goal #2.docx.pdf

AMENDMENT NUMBER 7

Amendment number during 2024-2029 renewal term: 1

Amendment number since inception: 7

Submitted to: Missouri Charter Public School Commission (MCPSC)

Submitted by: Kairos Academies

Date: [Insert Date]

Contents

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Section 3: Revising Contract Goal #2 Benchmarks to Align with Headline Goal	3
Exhibits:	3

Section 1: Revising Renewal Contract to Align with MCPSC Policy 3.03

Purpose of Amendment

MCPSC policy 3.03, last revised April 18, 2023 identifies “Adjustments to enrollment greater than 10% of the currently approved enrollment” as a material change to the contract requiring approval by the commission staff or full commission. That is, an amendment is required for an increase or a decrease. Kairos’s current performance contract, signed by the commission and KArios on March 18th, 2024 only indicates a need to “notify the commission in writing” if Kairos *increases* enrollment by more than 10% beyond previously authorized levels. This amendment revised our contract language to align it with MCPSC policy.

Note that Kairos could not determine any statutory requirement for this amendment in [RSMO Section 160.405](#), and the amendment is made solely to align our contract with MCPSC's internal policy.

Contractual Revision:

On March 18th, 2024, The 2024-2029 KA 5-Year Charter Renewal Contract was completed and signed by both MCPSC Executive Director, Robbyn G. Wahby and Kairos Academies Board Chair, Aaron

Jackson. The "Implementation" Section of that contract notes several items that are considered material amendments, requiring formal approval by the commission. It also notes one item which must be approved in writing but is not listed as a material amendment:

*KA may enroll students up to the enrollment projections included in Exhibit 3. Any **increase** of more than ten percent (10%) of the total enrollment must be approved **in writing** by the Commission. **[emphasis added]***

That section shall now read:

*KA may enroll students up to the enrollment projections included in Exhibit 3. Any **increase or decrease** of more than ten percent (10%) of the total enrollment **will be considered a material amendment to the contract, requiring approval by both parties to be effective. [emphasis added]***

Section 2: Enrollment Projection Revision to Align with Section 1

Purpose of Amendment

This amendment is submitted to align official records with the actual enrollment at Kairos Academies for the 2024-2025 school year. While there is no extant obligation in our performance contract for this revision (it requires written notification only for increases in enrollment), Section 1 of this document will make it contractually necessary. Kairos also believes this amendment is in the best interest of the public interest to ensure transparency with our sponsor, the Missouri Charter Public School Commission (MCPSC).

Revision to Enrollment Projections

The original enrollment chart referenced in the 2024-2029 Charter Renewal Contract includes projected student enrollment by grade level for each school year. This amendment modifies the enrollment projection only for the 2024-2025 school year, reducing total enrollment to 525 students.

Total Enrollment for 2024-2025: 525 students

This amendment does not alter enrollment projections for future years. As part of our annual budgeting process this spring, we will update future enrollment projections accordingly and submit a separate amendment to reflect those changes.

Contractual Adjustment

The enrollment chart referenced in Exhibit 3 of the 2024-2029 Charter Renewal Contract is hereby amended to reflect the revised 2024-2025 school year enrollment of 525 students. All other terms and conditions of the Charter Renewal Contract remain unchanged.

Section 3: Revising Contract Goal #2 Benchmarks to Align with Headline Goal

Purpose of Amendment

Kairos seeks to correct the benchmarks underneath Goal 2: Academic Proficiency in our 2024-2029 KA performance Contract goals, aligning those benchmarks with the stated objective of a 5% increase from the baseline MAP scores in Spring 2024 (last term of our first contract) to the final MAP scores of our renewal term in Spring of 2029. Those baseline scores were 15% proficient and advanced in Math and 29% proficient and advanced in English.

Goal Revision:

The new table shall read:

Year	Math Target	English Target
Year 1: 2024-25	16%	30%
Year 2: 2025-26	17%	31%
Year 3: 2026-27	18%	32%
Year 4: 2027-28*	19%	33%
Year 5: 2028-29	20%	34%

** likely charter evaluation year*

IN WITNESS WHEREOF, the parties hereto have executed this Amendment.

By: _____	By: _____
Name: Robbyn G. Wahby	Aaron Jackson
Executive Director	Board Chair
Missouri Charter Public School Commission	Kairos Academies
Date: _____	Date: _____

Exhibits:

1. [2024-2029 KA 5-Year Charter Renewal Contract](#)
2. [Missouri Charter Public School Commission Internal Policy 3.03](#)
3. [2024-2029 KA Performance Contract Goals](#)

Coversheet

Approval of Committee Meeting Minutes

Section: VII. Executive Committee
Item: A. Approval of Committee Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Executive Committee Meeting on September 25, 2024

APPROVED



Kairos Academies

Minutes

Executive Committee Meeting

Date and Time

Wednesday September 25, 2024 at 7:00 PM

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.

Committee Members Present

A. Jackson (remote), N. Plair (remote), W. Young (remote)

Committee Members Absent

K. Graham

Guests Present

S. Bauer

I. Opening Items

- A. Record Attendance**
- B. Call the Meeting to Order**
- C. Approve Minutes**

II. CEO Succession Planning

A. CEO Succession Planning

Moved to executive session

III. CEO Goals Update

A. CEO Draft Goals

Moved to executive session

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:38 PM.

Respectfully Submitted,
W. Young

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Coversheet

Approval of Committee Meeting Minutes

Section: VII. Executive Committee
Item: B. Approval of Committee Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Executive Committee Meeting on November 20, 2024

APPROVED



Kairos Academies

Minutes

Executive Committee Meeting

Date and Time

Wednesday November 20, 2024 at 7:00 PM

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.

Committee Members Present

A. Jackson (remote), K. Graham (remote), N. Plair (remote), S. Bauer (remote), W. Young (remote)

Committee Members Absent

None

I. Opening Items**A. Record Attendance****B. Call the Meeting to Order**

A. Jackson called a meeting of the Executive Committee Committee of Kairos Academies to order on Wednesday Nov 20, 2024 at 6:36 PM.

C. Approve Minutes

N. Plair made a motion to approve the minutes from Governance Committee Meeting on 11-20-24.

W. Young seconded the motion.

The committee **VOTED** to approve the motion.

II. Committee Goal Updates

A. Executive Committee Goals

- In year two of our strategic plan, one year remaining
- No charter renewal
- No Executive Committee Goals established for 24-25 School Year

III. Review November 2024 Board Meeting Agenda

A. Agenda

- Reviewed Board Meeting Agenda
- Stella will add Amendment to the Agenda for Uploaded Documents

IV. PTA Discussion

A. PTA Discussions

- Parents are working together to formalize a PTA Organization, we do not have details of what level unformalized, formalized PTA
- PTA has to be run as a board driven organization
- Not sure to what degree they want to formulate a PTA
- Aaron is working with the group to help them navigate

V. CEO Cycle Updates and Reflections

A. CEO Cycle Updates and Reflections

Khalil, Aaron, Lance, Jack - Strategy Taskforce

- 2 meetings conducted this cycle
 - Discussed opportunities for us to reiterate the mission and vision of Kairos
 - Grounded in Logistical/Strategy of Sites
 - Taskforce will bring a recommendation to next years board retreat
 - Next level of conversations around the gatekeepers once we're clear on where our north star is taking us as a work stream
 - Establishing a concrete implementation plan

- Identifying what our strategic funding needs are

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:18 PM.

Respectfully Submitted,
W. Young

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Coversheet

Approval of Committee Meeting Minutes

Section: VIII. Facilities Committee
Item: A. Approval of Committee Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Facilities Committee Meeting on September 25, 2024

APPROVED



Kairos Academies

Minutes

Facilities Committee Meeting

Date and Time

Wednesday September 25, 2024 at 2:00 PM

Location

Virtual: Google Meets

Committee Members Present

A. Sullivan (remote), J. Krewson (remote), K. Graham (remote), M. Chavers (remote)

Committee Members Absent

N. Plair

Guests Present

P. Badea (remote), S. Bauer (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Sullivan called a meeting of the Facilities Committee Committee of Kairos Academies to order on Wednesday Sep 25, 2024 at 2:00 PM.

C. Approve Minutes

II. Chief Operation Officer Updates

A. Cycle 1 and 0 Overview and Reflections

Marnae Chavers overviewed the cycle 1 and cycle 0 updates and reflections.

III. Chief Strategy Officer Updates

A. New Site Financing Update

Jack Krewson overviewed financing on the new site.

B. New Site Construction Funding Update

C. 25 - 26 Preliminary Space Planning

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 3:00 PM.

Respectfully Submitted,
A. Sullivan

Coversheet

Approval of Committee Meeting Minutes

Section: VIII. Facilities Committee
Item: B. Approval of Committee Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Facilities Committee Meeting on November 20, 2024

APPROVED



Kairos Academies

Minutes

Facilities Committee Meeting

Date and Time

Wednesday November 20, 2024 at 2:00 PM

Location

Virtual: Google Meets

Committee Members Present

A. Sullivan (remote), J. Krewson (remote), K. Graham (remote), M. Chavers (remote), N. Plair (remote), S. Bauer (remote)

Committee Members Absent

J. Irby, P. Badea

Guests Present

Kayla Reyes (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

N. Plair called a meeting of the Facilities Committee Committee of Kairos Academies to order on Wednesday Nov 20, 2024 at 2:03 PM.

C. Approve Minutes

II. Chief Operation Officer Updates

A. Director of Operations Updates and Reflections

Kayla - Director of Operations:

Goals:

- Driver Goal #1 did not meet at 100% seats filled or 100% verification. Working to get on track going into next school year. Closing in on the gaps we're seeing year over year, ensuring we have resources
- Driver Goal #2 - Off Track - Incentivizing and to increase attendance, making daily calls to parents to discuss implications if students are not in attendance
- Driver Goal #3 - No data to report, not until Cycle 1
- Driver Goal #4 - Lost 5 Ops members, on track for day to day operations teams, ensuring we are using daily metrics for Op staff
- Driver Goal #5 - On Track - On evacuation drill, Fire Marshall has not come in

Food Service:

- Numbers are on a steady rise.

Janitorial:

- Same company partner as last year, decrease in student damage creating student accountability

Customer Service

- Scripts for most calls to parents, parents providing feedback to Ops Team

Student and Staff Technology Needs:

- Minimal Computer breakage vs last year
- Staff all have laptops
- Consistent audits of carts

Student Health:

- Phone time with parents, identifying gaps for Health Department, no data for inhalers and epi pens added to the school, getting full parent buy in for student meds, eating breakfast/drinking water
- Goal to hire LPN

Student Safety:

- Two new SSO's, contraband confiscation is down from Cycle 1, partnership with SLPD 3rd district

- No significant threats
- Growing Community Engagement and Parent/Student Buy in

B. Chief Operations Officer Updates and Reflections

- 507 students enrolled, 96% to budgeted enrollment
 - identifying why students are leaving and working towards student retention
- ADA - 80.3% MS, 80.05% HS
 - Better job of tracking tardies, calling families
- State Reporting for Aug submitted on time, October submitted two days late
 - Will not get 2 points for end of year APR
- GPTW - ensuring staff culture stays strong
- Safety - On track, hired 2 new Security

Reflections:

- Switched over to Power school to allow us to have more add ons and plug ins and create a better user experience for our families
- Ensuring Family portal is available for parents to stay on top of students
- Celebrating the wins of the Operations Team and wants to ensure the team feels appreciated

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 3:00 PM.

Respectfully Submitted,
N. Plair

Coversheet

Approval of Committee Meeting Minutes

Section: IX. Finance Committee
Item: A. Approval of Committee Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Finance Committee Meeting on August 29, 2024

APPROVED



Kairos Academies

Minutes

Finance Committee Meeting

Date and Time

Thursday August 29, 2024 at 8:00 AM

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.

Committee Members Present

A. Jackson (remote), L. LeComb (remote)

Committee Members Absent

K. Owen

Guests Present

B. Jackson (remote), K. Graham (remote), S. Bauer (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

L. LeComb called a meeting of the Finance Committee Committee of Kairos Academies to order on Thursday Aug 29, 2024 at 8:00 AM.

C. Approve Minutes

II. Current 24-25 Finance Projections

A. Budget Updates

- Meeting is held to discuss the necessary revisions and strategic adjustments for the 24-25 school year
- Goal of this meeting is to present a fully updated 24-25 budget by the September board meeting
- Based on FWADA (Foundation Weighted Average Daily Attendance), a revenue forecast has been adjusted down
 - Original projection \$12 million
- Initial budget set expenses at \$10.4 million with a 13% cushion of funds
- Communications:
 - Finance will communicate revised budget details with budget managers by September 6th
 - Revised budget and its implications will be shared with staff by September 13th
 - Revised budget will be provided to board by September 20th
 - Finance committee will review budget on September 24th
 - Full board approval set for board meeting on September 26th

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:30 AM.

Respectfully Submitted,
K. Graham

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Coversheet

24-25 Budget/Enrollment Update

Section: IX. Finance Committee
Item: D. 24-25 Budget/Enrollment Update
Purpose: Vote
Submitted by:
Related Material: 24-25 Revise Budget v2.xlsx - SUMMARY (1) (2).pdf



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

	FY25 Budget Approved	FY25 Budget Revision	FY25 Budget Revision 2
Enrollment	702.0	525.0	492.0
ADA	596.7	446.3	393.8
% ADA		85%	80.0%
WADA	737.5	577.6	547.8
Revenues			
5192 Gifts / Foundation	\$ 316,900	\$ 316,900	\$ 252,859
5113 Prop C	\$ 958,100	\$ 750,855	\$ 745,052
5311 Basic Formula	\$ 8,289,825	\$ 8,102,306	\$ 7,660,120
5319 Classroom Trust	\$ 455,466	\$ 272,618	\$ 271,395
5412 Medicaid	\$ 65,000	\$ 65,000	\$ 130,031
5441 IDEA	\$ 140,000	\$ 140,000	\$ 151,894
5445 Lunch & Breakfast	\$ 135,000	\$ 135,000	\$ 99,472
5451 Title I	\$ 713,466	\$ 675,000	\$ 655,487
5461 Title IV	\$ 46,777	\$ 38,777	\$ 46,777
5465 Title II	\$ 33,801	\$ 29,000	\$ 29,000
5497 <u>CSP Budget</u>	\$ 842,092	\$ 891,853	\$ 1,128,213
5497 IAL	\$ 92,500	\$ 92,500	\$ 111,100
xxxx Other Revenues	\$ 8,000	\$ -	\$ 68,812
5899 GRAND TOTAL REVENUES	\$ 12,096,927	\$ 11,509,809	\$ 11,350,212

Expenditures			
6100 Salaries	\$5,226,148	\$5,139,508	\$ 4,667,877
6200 Benefits	\$1,603,885	\$1,612,455	\$ 1,511,778
6xxx-1 Staff-Related Costs	\$69,004	\$13,004	\$ 148,400
6xxx-2 Rent	\$1,146,000	\$1,146,000	\$ 1,340,041
2542-5222 Interest Payments	\$28,750	\$28,750	\$ -
6xxx-3 Occupancy Service	\$288,928	\$249,338	\$ 275,008
6xxx-4 Student Expense, Direct	\$907,676	\$709,976	\$ 926,026
6xxx-5 Student Expense, Indirect (NSLP)	\$185,500	\$209,500	\$ 160,136
6xxx-6 Office and Business Expense	\$906,630	\$967,700	\$ 1,203,838
6xxx-7 Transportation	\$110,000	\$110,000	\$ 68,539
GRAND TOTAL EXPENDITURES	\$ 10,472,521	\$ 10,186,231	\$ 10,301,643

NET SURPLUS	\$ 1,624,406	\$ 1,323,578	\$ 1,048,569
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KEY METRICS			
Days Cash on Hand	75	63	46
Net margin, %	13.4%	11.5%	9.2%
DESE fund balance, %			12.3%
Salaries & Benefits, % Revenue	55.8%	3.8%	54.4%
Benefits, % Salaries	31.37%	29.17%	32.4%
Lease/Debt Coverage Ratio	2.4x	14.1x	1.8x
Debt to Asset Ratio			
Facilities, % Revenues	9.5%	0.8%	13.1%

Coversheet

Approval of Minutes

Section: X. Finance-Facilities Ad Hoc
Item: A. Approval of Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Finance-Facilities Ad Hoc Committee Meeting on October 29, 2024

APPROVED



Kairos Academies

Minutes

Finance-Facilities Ad Hoc Committee Meeting

Date and Time

Tuesday October 29, 2024 at 8:30 AM

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.

Committee Members Present

B. Jackson (remote), J. Krewson (remote), K. Graham (remote)

Committee Members Absent

K. Owen

Guests Present

A. Jackson (remote), A. Sullivan (remote), A. Trapp (remote), L. LeComb (remote), M. Chavers (remote), P. Badea (remote), S. Bauer

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

C.

Approve Minutes

II. Finance-Facilities Ad Hoc

A. Review Financing Option

Jack Krewson reviewed financing options and loan options for the new site construction.

B. Review Project Size

C. Review of Affordability Against 10-Year Pro-Forma

Jack Krewson introduced a discussion on a 10-year pro-forma for the finance and facilities committees to review.

D. Determine Comfortability Conditions and Parameters

E. Vote Introduction: Loan Approval

Jack Krewson introduced a future voting item for the board to discuss on loan approvals for the construction of a new building site.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:00 AM.

Respectfully Submitted,
A. Jackson

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