



	Purpose	Presenter	Time
<p>By offering a 21st-century school model, Kairos will empower parents with a meaningful alternative to the traditional structures that have subjugated children and 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>			
<b>II. Kairos Public Comment</b>			<b>6:03 PM</b>
<b>A.</b> Time Allotted for Public Comment	FYI	Aaron Jackson	3 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>			
<b>III. Board Meeting Minutes Approval</b>			<b>6:06 PM</b>
<b>A.</b> Approval of March Board Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
<b>IV. Kairos PTA</b>			<b>6:07 PM</b>
<b>A.</b> PTA Updates	FYI	Aaron Jackson	2 m
<b>V. Presenters</b>			<b>6:09 PM</b>
<b>A.</b> Gala Update	FYI	Nilesh Patel	5 m
<b>VI. Kairos Senior Leadership Team Updates</b>			<b>6:14 PM</b>
<b>A.</b> Enrollment Updates & 25-26 Calendar	Discuss	Marnae Chavers	5 m
<b>B.</b> Compliance Update/ CEO Tracker	Discuss	Khalil Graham	5 m
<b>C.</b> MS Leadership	Discuss	Jonathan Tyrrell	5 m
<b>D.</b> Brand Management	Discuss	Jack Krewson	5 m
<b>E.</b> Review 25-26 Draft Budget	Discuss	Bennie Jackson	5 m

	Purpose	Presenter	Time
<b>VII. Executive Committee</b>			<b>6:39 PM</b>
<b>A.</b> Approval of March Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
<b>B.</b> Committee Updates			5 m
<b>VIII. Facilities Committee</b>			<b>6:45 PM</b>
<b>A.</b> Approval of February Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
<b>B.</b> Committee Updates			5 m
<b>IX. Program Committee</b>			<b>6:51 PM</b>
<b>A.</b> Approval of March Committee Updates	Approve Minutes		1 m
<b>B.</b> Committee Updates	FYI	Mike Vachow	5 m
<b>X. Finance Committee</b>			<b>6:57 PM</b>
<b>A.</b> Approval of March Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
<b>B.</b> March Financials	Discuss	Aaron Jackson	15 m
<b>C.</b> Updated Financial Plan	Vote	Aaron Jackson	10 m
<b>D.</b> Maximum AP Thresholds for FY 25 & FY 26	Vote	Aaron Jackson	5 m
<b>E.</b> Update check/EFT Dual Signing Policy	Vote	Aaron Jackson	5 m
<b>XI. Governance Committee</b>			<b>7:33 PM</b>

	Purpose	Presenter	Time
<b>A.</b> Approval of March Minutes	Approve Minutes		1 m
<b>B.</b> Committee Updates	FYI	Whitney Young	5 m
<b>XII. Closed Session</b>			<b>7:39 PM</b>
<b>A.</b> RSMo 610.021(3) Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.	Discuss		5 m
<b>XIII. Closing Items</b>			<b>7:44 PM</b>
<b>A.</b> Adjourn Meeting	Vote		

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# Coversheet

## Approval of March Board Meeting Minutes

**Section:** III. Board Meeting Minutes Approval  
**Item:** A. Approval of March Board Meeting Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Kairos Academies Board Meeting on March 27, 2025

APPROVED



## Kairos Academies

### Minutes

#### Kairos Academies Board Meeting

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**Date and Time**

Thursday March 27, 2025 at 6:00 PM

**Location**

Virtual: Zoom

<https://us06web.zoom.us/j/82993143929>

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

<https://us06web.zoom.us/j/82993143929>

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**Directors Present**

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

**Directors Absent**

K. Owen, M. Vachow, P. Badea

**Ex Officio Members Present**

K. Graham (remote), N. Patel

**Non Voting Members Present**

K. Graham (remote), N. Patel

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## Guests Present

Adrienne Williams (remote), B. Jackson (remote), Collette Watkins (remote), J. Krewson (remote), J. Tyrrell (remote), Katie Krieg (remote), Keisha Coburn (remote), L. LeComb (remote), TDurphy@shandselbert.com (remote)

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## 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 Mar 27, 2025 at 6:02 PM.

### C. Review of Mission and Vision

## II. Kairos Public Comment

### A. Time Alloted for Public Comment

No public comment

## III. Board Meeting Minutes Approval

### A. Approval of February Board Meeting Minutes

W. Young made a motion to approve the minutes from Kairos Academies Board Meeting on 02-20-25.

A. Trapp seconded the motion.

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

## IV. Kairos PTA

### A. PTA Updates

PTA Update:

Collette Watkins - VP of PTA spoke and mentioned, Christine would like to have a meeting with PTA board members next week to come up with a statement to share at the next board meeting

Amy Trapp's reflections:

Information shared and questions from parents were thoughtful. The March meeting was not as well attended as the prior meeting

Questions asked were around technology

Communication was the primary talking point - what is consistent communication, how do we ensure everyone is saying the same things and has the same level of support  
Strategy Team can be a good resource to the PTA

Questions from Parents have been consolidated into a Google Doc

The board will circulate a sign up sheet to ensure we have representation at the PTA meetings moving forward

## V. Sunshine Law Training

### A. Training from Tom Durphy on Sunshine Law

Tom reviewed Sunshine Law:

- Notice - the public needs to be reasonably notified and they need to know how you're meeting, physical posting or link needs to be provided
  - Post meeting information on screens in the lobby to notify of upcoming board meetings and tentative agendas
  - Notice should be sent at least 24 hours in advance
- Entities subject to Sunshine law should have a process to allow for the recordings to be available to the public
- Closed Sessions - closed and no recordings
- Minutes - Adjournment of minutes should be taken and return by the entity subject to the Sunshine Law
  - Its included but not limited to a record of any votes taken, date/time/place, record of any votes taken, roll call votes taken and a column that shows whether they voted ya or nay
  - Committee Minutes should be voted on by the board

Exceptions to the Sunshine Law (Closed Sessions)

- When there is legal action
- When you need to get advice from your attorney
  - As a part of tentative Agenda it should be added to the agenda as a closed session item
- Leasing purchase or sale of real estate
- Hiring, Firing, disciplining or promoting of employees
  - Voting to terminate employee would be done in closed session and a record of roll call would need to include how each board member voted
- Probation, expulsion or graduation of individuals
- FERPA applies to protect the confidentiality of student records
- Testing/examination records
- Union preparations
- Sealed bids

- Individually identifiable personnel records
- Records that are protected from disclosure by law (I.e. Laws that would keep records confidential)

Salaries of public employees is public information and if asked to provide this information we are required to provide it

Committees:

- Committee members can make recommendations
- The board acts as a group, anything the committee does will be a recommendation to the board
- Any member of the committee (Board member or not) has voting power at the committee level

## VI. Outside Presenters

### A. Review of Kairos Learning Management System Development

Adrienne Williams - Leadership development to Principals across the state

Dr Kenisha Coburn - Lead professional learnings for teachers across Texas and New Mexico

Adrienne Williams and Dr. Kenisha Coburn reviewed Kairos Learning Management System

This partnership ensures that when new leaders join mid year, they have a system to keep Leadership focuses

- Elevate teacher and learning and drive stronger student outcomes
- Process - Blending research base with adult learning strategies

Dr. Coburn reviewed Optimizing Team Dynamics - Strengths based leadership and proactive conflict management

## VII. Kairos Senior Leadership Team Updates

### A. Enrollment Updates

Student Persistence Update

MS:

- Lost 31 students at the MS
- 80% of students that transferred out were African American
- Some students have attended virtual academy offered by the state
- Problems with bullying, transportation, lack of support

HS:

- Lost 40 Students
- 34 students black, 5 white, 1 hispanic, 1 asian, 3 multicultural
- Problems with bullying, transportation, lack of support

Areas Kairos is exploring:

- Brainstorming Transportation Solutions
- Virtual Solutions at HS Level
- Personalized Student support
- Learning and Communication Platforms for check ins

Discussions reviewed by Johnathan:

- Kids that are feeling successful, don't leave
- The closer they are to the finish line, the less likely they are to quit the race
- We need to operationalize the cadence in which school leadership is reviewing the data
- Have Alumni network become a part of mentoring network over time
- MS weekly newsletters, HS bi-weekly newsletters

How do we measure at risk for dropping out? Do we have a sense of any trends of those that left the school. How do we identify those at risk of leaving

Reference email allows us to capture data sooner, so we can act on it. We have the tools to fix the recurring issues

Enrollment:

- 277-Re-enrollment calls are being completed by PS and Strategy this week
- 92- Completed Re-enrollments in PowerSchool
- 54 - Re-enrollments started in PowerSchool
- 24 - Not Returning students in PowerSchool
- 90- Offers in School App
- 45 - Offers accepted in School App
- 9 - Declined Offers in School App
- 36 - Pending Offers in School App
- 16 - Not Started New Student Registrations in PowerSchool
- 6 - Started New Student Registration in PowerSchool

- 17 - Completed New Student Registration in PowerSchool

Reviewed Operations Plan for re-enrollment

Main strategy is Online Leads

Marnae will share dates and make sure the board is included in weekly enrollment updates.

Dates are added to Kairos Academies website

Open House Sat March 29th 11-12, 12-3 New Families

## **B. SpEd Task Force Updates**

- 21 IEP meetings have been held
- 7 first attempts to meet on record
- 6 Review of Existing Data (RED) meetings have been held
- 8 meetings for review of transfer IPs to confirm comparable services

## **C. CEO Goals & Contract Goals Update**

Dr. Graham reviewed the following in the Accountability Tracker

- Making progress around Letters of Concern
- Conversations and Offer letters submitted to staff
- NWA Testing will occur in April
- Intent to return
- GPTW survey in May
- CEO Goals updates
  - Quality
  - 5 year strategic plan and scale action plan by June 2025
  - Organizational Health development by June 2025

## **D. Compliance Update**

Discuss Compliance and corrective actions

Reoccurring approval of Finance Committee Financials

## **VIII. Executive Committee**

### **A. Approval of February Committee Meeting Minutes**

A. Trapp made a motion to approve the minutes from.

W. Young seconded the motion.

February 2025 Executive Committee Meeting Minutes

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

**Roll Call**

W. Young Aye

A. Trapp Aye

P. Badea Absent

M. Vachow Absent

A. Jackson Aye

N. Plair Aye

K. Owen Absent

**B. CSIP Guidance**

Dr. Graham provided an update on CSIP Guidance

- Engaged fully with DESE around Charter School Improvement Plan
  - The scores are public data and used as comparison to other charter schools
  - Not a recommendation from our authorizer
  - Aaron will reach out to the Commission and ask them for their guidance and recommendation on CSIP

**C. Board meeting dates in April/May**

Move April and May Committee Meetings and Board Meetings by 1 week to ensure we review the prior months financials. This gives us the opportunity to make sure the financials are ready and we can review and approve at the board level.

Date Changes:

- April - 21st - 24th (Committee Meetings and Board Meeting) shift to the following week of April 28th - May 1st
- May - 26th - 29th shift to first week of June

N. Plair made a motion to Shift April and May Committee and Board Meeting by 1 week.

W. Young seconded the motion.

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

**Roll Call**

M. Vachow Absent

K. Owen Absent

P. Badea Absent

W. Young Aye

N. Plair Aye

A. Jackson Aye

A. Trapp Aye

## IX. Facilities Committee

### A. Approval of February Committee Meeting Minutes

A. Trapp made a motion to approve the minutes from Facilities Committee Meeting on 02-19-25.

W. Young seconded the motion.

February 2025 Facilities Committee Meeting Minutes

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

#### Roll Call

A. Jackson Aye

W. Young Aye

N. Plair Aye

P. Badea Absent

M. Vachow Absent

K. Owen Absent

A. Trapp Aye

## X. Finance Committee

### A. Approval of February Committee Meeting Minutes

W. Young made a motion to approve the minutes from Finance Committee Meeting on 02-18-25.

N. Plair seconded the motion.

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

#### Roll Call

A. Jackson Aye

W. Young Aye

P. Badea Absent

M. Vachow Absent

K. Owen Absent

A. Trapp Aye

N. Plair Aye

### B. Approval of February Financials

Reviewed Financial Executive Summary:

- February ended with 19 Days cash on hand, and cash balance was \$545.890.

Revenue:

- February forecast revenue was 909,296 actual revenue 891,915. 17,381 below projected amount.

Expenses:

- February forecasted expenditures 858.261, actual expenditures 915.434. 56.973 above projected amount.

Net Surplus = 23.519

Key Metrics:

- Days Cash on Hand - 19
- Net margin - -2.6
- DESE fund balance - 5.2%
- Salaries & Benefits, % Revenue - 56.2%
- Facilities, % Revenues - 11.4%

Current Fiscal Picture:

- Bank balance as of March, 24, 2024 \$925,482
- AP Due as of March 24, 2025 \$452.849
- Net Balance of \$472,632

Reviewed March 2025 Balance Sheet to ensure we're on target to meet our goals

Reviewed February 2025 Statement of Activities

Reviewed February 2025 Cash Flow

### C. Committee Updates

- Discussed dual signer policy

## XI. Governance Committee

### A. Approval of February Minutes

A. Trapp made a motion to approve the minutes from Governance Committee Meeting on 02-18-25.

W. Young seconded the motion.

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

#### Roll Call

P. Badea Absent

M. Vachow Absent

A. Jackson Aye

N. Plair Aye

A. Trapp Aye

W. Young Aye

K. Owen Absent

## B. Committee Updates

- Reviewed Letter of Concerns and action plans
- Discussed the Accountability Tracker in more detail during Governance Meeting
- Board Member Succession Plans - need to work through a few upcoming terms
- Mid Year Assessment for CEO drafted and will be sent to the board for final feedback
- Missouri Ethics Commission due by May 1st

## XII. Program Committee

### A. Approval of February Committee Updates

A. Trapp made a motion to approve the minutes from.

W. Young seconded the motion.

February 2025 Program Committee Meeting Minutes

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

#### Roll Call

M. Vachow Absent

K. Owen Absent

W. Young Aye

P. Badea Absent

A. Trapp Aye

N. Plair Aye

A. Jackson Aye

### B. Committee Updates

Updates provided during Senior Leadership Updates

## XIII. Closed Session

### A. RSMo 610.021(2)

## XIV. 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 PM.

Respectfully Submitted,

W. Young

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# Coversheet

## Enrollment Updates & 25-26 Calendar

**Section:** VI. Kairos Senior Leadership Team Updates  
**Item:** A. Enrollment Updates & 25-26 Calendar  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** 24-25 COO C6.pptx.pdf

# Attendance

Goal Category	What will I do next? When will I do it by (Date)? Strategies	Tactics	How will I know its complete (Success Criteria)? When will I do it by?	What help do I need from my team? Support Needed
MS	<p>YTD ADA- 79.63%</p> <p><b>Off Track</b> for 3% increase from SY 23-24 to SY 24-25</p> <ul style="list-style-type: none"> <li>- Following the ADA Matrix</li> <li>- Sending consecutive absence letters after day 3 and day 15</li> <li>- Individual staff support for ADA best practices</li> </ul>	<p>-Teacher follow-up; manager inclusion; parental support</p> <p>-Increased support in grade 7 for classroom shifts</p> <p>-Increased accuracy in practices</p>	6/27/25	Encourage the use of the ADA matrix (Schools)
HS	<p>YTD ADA- 78.98%</p> <p><b>Off Track</b> For 3% increase from SY 23-24 to SY 24-25</p> <ul style="list-style-type: none"> <li>- Following the ADA Matrix</li> <li>- Sending consecutive absence letters after day 3 and day 15</li> <li>- Individual staff support for ADA best practices</li> </ul>	<p>-Teacher follow-up; manager inclusion; parental support</p> <p>-Increased accuracy in practices</p>	6/27/25	Encourage the use of the ADA matrix (Schools)
<a href="#">Collaboration ADA Matrix</a>	Registrar and Operations	Follow-up with teachers who consistently mistake attendance		

## ADA Matrix Overview

**Teachers** are responsible for accurately recording attendance within the first 10 minutes of each period and updating the ADA tracker to flag absences immediately.

**Registrars** send automated messages and begin daily phone calls by the third absence to determine the reason and log the communication in PowerSchool.

**Grade Team Leads** lead a meeting with guardians after five absences to offer support, share attendance records, and obtain a signed acknowledgment.

**Instructional Directors or the Director of Student Experience** conduct a deeper conversation after seven absences to explore social/emotional causes and recommend referrals.

**Principals** hold formal meetings by the tenth and twelfth absences to discuss academic standing, contracts, and continued enrollment, with final decisions escalated to the **C-Suite/Board** at fifteen consecutive absences.

# Persistence

Goal Category	What will I do next? When will I do it by (Date)? Strategies	Tactics	How will I know its complete (Success Criteria)? When will I do it by?	What help do I need from my team? Support Needed
<a href="#">MS</a>	32 Departures since the first week of school  To share student departure data with school leaders in an effort to strengthen the student experience at Kairos to increase student persistence.	Data tracking Strong documentation Accurate coding for state reporting	There will be a decrease in MS persistence	Increase student engagement and activities
<a href="#">HS</a>	47 Departures since the first week of school  To share student departure data with school leaders in an effort to strengthen the student experience at Kairos to increase student persistence.	Data tracking Strong documentation Accurate coding for state reporting	There will be a decrease in HS persistence	Encourage the use of the ADA matrix (Schools)

**Primary Exit Drivers:** The leading reasons for transfers include parent-initiated withdrawals (often due to safety or dissatisfaction), chronic attendance issues, and enrollment at other institutions—especially charter, magnet, and specialized schools.

**Safety & Transportation Impact:** Safety concerns (including an online incident affecting two siblings) and transportation barriers contributed significantly to student exits, highlighting the need for stronger safety protocols and transit solutions.

**Demographic Trends:** The majority of students who transferred identify as Black/African American and qualify for free/reduced lunch, underscoring the importance of equity-focused retention strategies.

**Popular Transfer Destinations:** Students most frequently transferred to schools such as Lift for Life Academy, KIPP, Confluence Academy, and Grand Center Arts Academy, reflecting a competitive local school landscape.

**Recommendations for Retention:** Key next steps include proactive family engagement, digital safety education, transportation partnerships, and formal exit interviews to better understand and respond to student and family needs.

# Enrollment

Goal Category	What will I do next? When will I do it by (Date)? Strategies	Tactics	How will I know its complete (Success Criteria)? When will I do it by?	Current Enrollment	What help do I need from my team? Support Needed
Re-Enrollments	-Re-Enrollment Support to Families	<ul style="list-style-type: none"> <li>- Print Media shared at dismissal by Operations team staff</li> <li>- Early Dismissal Re-Enrollment inquiry</li> <li>- Re-enrollment call follow-up by Strategy and Operations Team Members</li> <li>- Re-enrollment support for families 9-4 M-F and late stay Fridays</li> </ul>	<p>400 completed Re-Enrollments by 7/30/25</p> <p>210 more in started or completed status.</p> <p>18 completions a week</p>	<p>RE-ENROLLMENTS NOT STARTED - 228</p> <p>RE-ENROLLMENTS STARTED - 43</p> <p>RE-ENROLLMENTS SUBMITTED - 147</p>	<p>Strategy Team will call No Response families, and students who have answer NO to returning the week of 5/5</p> <p>Strategy Team and Recruitment Team to conduct home visits for non-responsive students 5/12-5/23.</p> <p>Strategy Team leveraging students for non-responsive parents to gain most up-to-date contact information.</p>
New Registrations	-Social Media & Online Marketing	<ul style="list-style-type: none"> <li>- Utilizing parent volunteer to call online leads generated by Communications in 24-48 hours</li> <li>- Student intern to create social media marketing materials in conjunction with Recruitment and Strategy teams to appeal to high school students</li> <li>- Facebook marketing</li> </ul>	<p>200 new applications</p> <p>16 applications a week</p>	<p>NEW REG - NOT STARTED - 30</p> <p>NEW REG - STARTED - 8</p> <p>NEW REG - SUBMITTED - 34</p> <p>NEW REG TOTAL - 72</p>	<p>Communications to increase materials that convert leads to applications. Will review media each Tuesday at Recruitment tactical</p> <p>Recruitment interns and staff to follow up with leads in 24-48 hours</p> <p>Board members to share Kairos recruitment materials and refer at least 5 students to Kairos for the 25-26 Academic Year</p>
Total/ Events	-Have quality touch-points with students and families during recruitment season	<ul style="list-style-type: none"> <li>- Welcome to Kairos- June 2</li> <li>- May Open House</li> <li>- June Open House</li> <li>- July pantry partnerships with Immunization Vans</li> </ul>	<p>COO being a steward of fiscal resources by budgeting and planning WTK events</p>	<p>TOTAL - NOT STARTED - 258</p> <p>TOTAL - NOT RETURNING - 84</p> <p>TOTAL - STARTED - 51</p> <p>TOTAL - SUBMITTED - 181</p>	<p>Support events, share strategies, encourage everyone to increase student experience</p> <p>COO to send ODTR Newsletter and Recruitment newsletter to board members weekly</p>



### Kairos Academies' Academic Calendar

<b>Jul 2025</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<b>Aug 2025</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	<b>Sep 2025</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	<b>Oct 2025</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
<b>Nov 2025</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	<b>Dec 2025</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<b>Jan 2026</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<b>Feb 2026</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28
<b>Mar 2026</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<b>Apr 2026</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	<b>May 2026</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<b>Jun 2026</b> Su M Tu W Th F Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

### Cycle Breakdown

Cycle	Start	End	Days	24/25
Cycle 1	8/18/2025	10/10/2025	39	29
Cycle 2	10/20/2025	11/21/2025	24	29
Cycle 3	12/1/2025	12/19/2025	15	15
Cycle 4	1/6/2026	2/2/2026	27	29
Cycle 5	2/23/2026	3/12/2026	14	15
Cycle 6	3/24/2026	4/24/2026	24	19
Cycle 7	4/27/2026	5/22/2026	20	21
			<b>163</b>	<b>156</b>
Summer Term			19	23
			<b>Total Days</b>	<b>182</b>

### Instructional Hours

	Total	Minimum	Actual	+/-
Middle School	1044.00	1099.23	55.23	
High School	1044.00	1078.33	34.33	

### Daily Schedules

	Middle School	High School
	M/T/Th/F Wed	M/T/Th/F Wed
Breakfast	7:40 AM	7:45 AM
Class Start	8:10 AM	8:00 AM
Class End	4:00 PM 1:50 PM	3:30 PM 1:50 PM
Lunch	27 mins	27 mins 28 mins
<b>Total</b>	<b>7.33 hrs</b>	<b>6.97 hrs 5.28 hrs</b>

### Key Dates and Holidays

Description & Color ID	Event Type	Event Name	Date(s)	
First and Last Days of School	School Day	First Day	8/18/2025	
	School Day	Last Day	6/30/2026	
Culture Camp for New Students	Orientation	Culture Camp	TBD	
Non-Instructional Staff Work Day	No School	Operations Work Day	7/7/2025 - 8/1/2025	
Bad Weather Make-Up Day	No School (Tentative)	Bad Weather Days	2/13/2026 3/13/2026 3/23/2026	
	All Staff Professional Development	No School	Professional Development	8/4/2025 - 8/15/2025 10/14/2025 - 10/17/2025 1/5/2026 2/17/2026 - 2/20/2026 4/3/2026 5/26/2026 - 5/29/26
		Holidays	No School	Independence Day
No School			Labor Day	9/1/2025
No School			Indigenous Peoples Day	10/13/2025
No School	Veterans Day (Observed)		11/10/2025	
No School	Thanksgiving		11/24/2025 - 11/28/2025	
No School	Winter Break		12/22/2024 - 1/2/2026	
No School	MLK Jr. Day		1/19/2026	
Holidays	No School	Presidents Day	2/16/2026	
	No School	Spring Break	3/16/2026 - 3/20/2026	
	No School	Memorial Day	5/25/2026	
	No School	Juneteenth	6/19/2026	

# Coversheet

## Compliance Update/ CEO Tracker

**Section:** VI. Kairos Senior Leadership Team Updates  
**Item:** B. Compliance Update/ CEO Tracker  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** CEO Accountability Tracker 24-25.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](#):

CEO Accountability Tracker 24-25.xlsx

# Coversheet

## MS Leadership

**Section:** VI. Kairos Senior Leadership Team Updates  
**Item:** C. MS Leadership  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** CSO Exec. Board Slides (May 2025).pptx.pdf

# Stabilizing for Success: Preparing for Leadership Handoff to Nick

Nick Guadiana begins MS Principalsip July 1

Root Causes of Lagging Metrics:

- Leadership instability over past 2 years
- Inconsistent Tier 1 instruction & discipline systems
- Staff concern around coaching and systems coherence

Current Metrics:

- ELA Growth: 46.1% | Math Growth: 51.6%
- High Tier 2/3 behavior referrals
- Variable classroom climate scores

Stabilization Tactics (Now – Cycle 8 End):

- DA: Daily instructional feedback, lesson plan alignment, MAP tracking
- DSE: Reset hallway norms, behavior plans, advisor accountability
- CSO: Leading weekly Leadership Syncs, aligning systems, monitoring fidelity



# Strategic Execution: Timeline, Team Roles & Communication

## Timeline:

- Now–June 14: Nick shadows, engages in hiring & planning
- June 17–July 1: Nick co-leads Fast Start planning
- July 1: Full principal transition

## Roles & Responsibilities:

- Nick: Codifies systems, co-develops 24-25 plans
- DA: Leads instructional coaching & PD
- DSE: June culture reset and Tiered supports
- CSO: Aligns priorities, chairs cross-functional planning

## Communication Plan:

- Staff: May 6 (Live), May 20 (Org Preview), June PD (Walkthrough)
- Families: June (Newsletter, Zoom), July (Orientation)
- Students: July–August (Advisory, Events)



# Owning the Risks: Deliverables, Mitigations & Final Metrics

## Risks & Mitigations:

- Staff Confusion: Clear roles & PD walkthroughs
- Academic Drift: Final MAP pushes, data huddles
- Culture Slippage: June Reset, student supports

## Final Deliverables:

- Master Schedule: May 10
- Fast Start PD Calendar: May 20
- Family Communication Plan: June 3
- Coaching Calendar: June 14

## Success Metrics:

- ≥55% Growth in ELA & Math
- 20% Reduction in Tier 2 Referrals
- ≥80% Staff Clarity (Survey)
- Positive EOY Transition Feedback

CSO leads strategic alignment and KPI execution



# Coversheet

## Review 25-26 Draft Budget

**Section:** VI. Kairos Senior Leadership Team Updates  
**Item:** E. Review 25-26 Draft Budget  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Summary (Budget Draft).pdf



## 25-26 Budget Draft

## Our Core Values



- These values create the conditions for empowerment because:
  - When we practice **love**, we fortify our worth and anchor our dreams in the resilience we need to take on challenges.
  - When we strive for **excellence**, we develop skills, knowledge, and abilities that unlock access for ourselves and help us make an impact in the lives of others.
  - When we build **agency**, we learn to *decide* who we want to be—and learn how to get ourselves there.
  - When we practice equity and inclusion, we make space for **diverse** perspectives that expand the possibilities of who and how we should be.



**MANAGER  
DEVELOPMENT**

**90% - "I would recommend my manager to other Kairos employees."**



**SCHOOL CULTURE  
& CLIMATE**

**90% district-wide student persistence**



**5% growth in grade-level performance on state assessments**

## **Summary**

This budget is developed based on an enrollment of 500 students, an 80% Average Daily Attendance (ADA), and a Funded Weighted ADA (FWADA) of 565.27. It aligns with our mission to ensure equitable access to high-quality instruction while maintaining fiscal responsibility. The FY25 plan results in a projected net surplus of \$1.33 million, strengthening our financial position and supporting our grade expansion and compensation initiatives.

The total projected revenue is \$10.45 million, primarily driven by the State Basic Formula and federal funding streams such as Title I, CSP, and Medicaid. Total expenses, including a 1% contingency, are projected at \$9.13 million. The beginning cash balance for SY25-26 is \$1.42 million, leading to a projected ending balance of \$2.74 million.

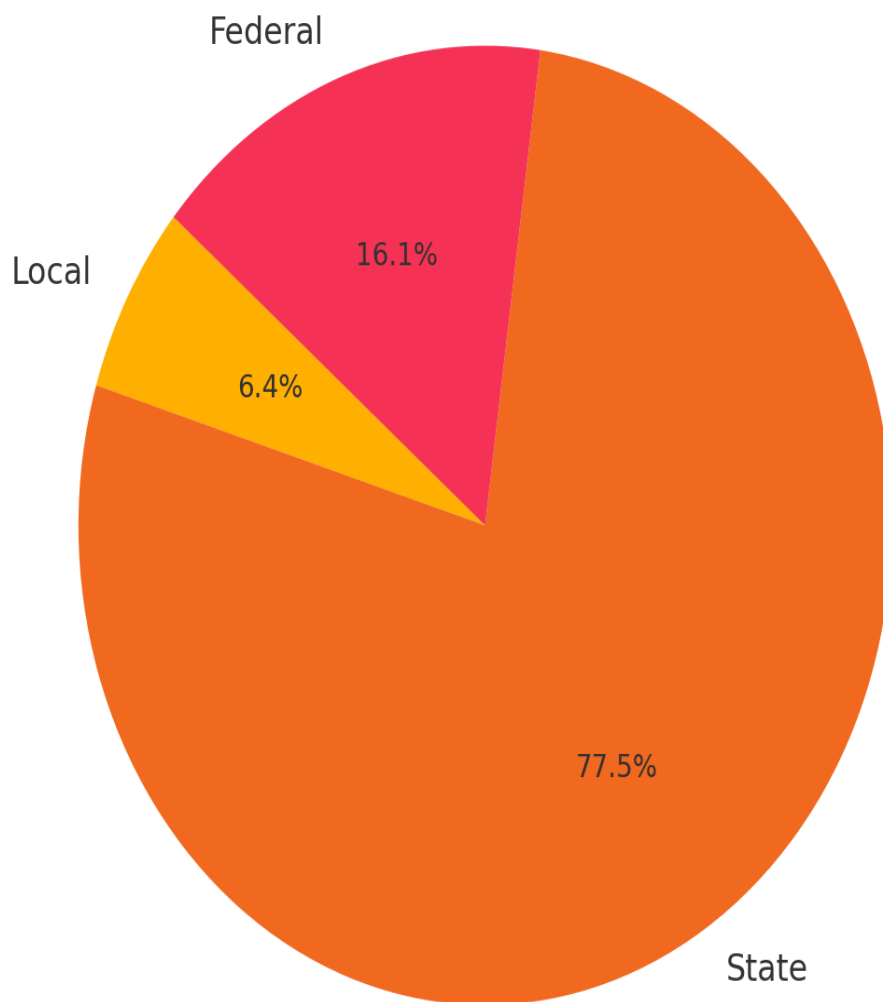
Key strategic investments include increased funding for student services, staff salaries, and benefits to retain talent and support academic growth. Challenges such as increased SPED enrollment and demographic shifts are mitigated by targeted recruitment and operational efficiency.

## **Revenue Summary**

- **Local Revenue:**
  - Gift/Foundations: \$15,000
  - Prop C: \$650,061
- **State Revenue:**
  - Classroom Trust: \$252,712
  - Basic Formula: \$7,814,331
- **Federal Revenue:**
  - Medicaid: \$175,000
  - IDEA (SPED): \$165,000
  - Lunch & Breakfast: \$239,610
  - Title I: \$655,487
  - Title II: \$29,000
  - Title IV: \$46,777
  - CSP: \$219,812
  - IAL: \$140,000
- **Uncategorized Revenue: \$50,000**

**Total Revenue: \$10,452,790**

## Revenue Composition by Source (Percent of Total Revenue)



## Expense Summary

- Salaries: \$4,115,000
- Benefits: \$1,234,500
- Rent: \$1,192,197
- Staff Related: \$142,143
- Occupancy Services: \$333,661
- Loan Interest: \$50,950
- Bingham Occupancy Services: \$50,000
- Direct Student Expenses: \$941,000
- Indirect Student Expenses: \$244,500
- Office & Business Operations: \$581,231
- Transportation: \$150,000

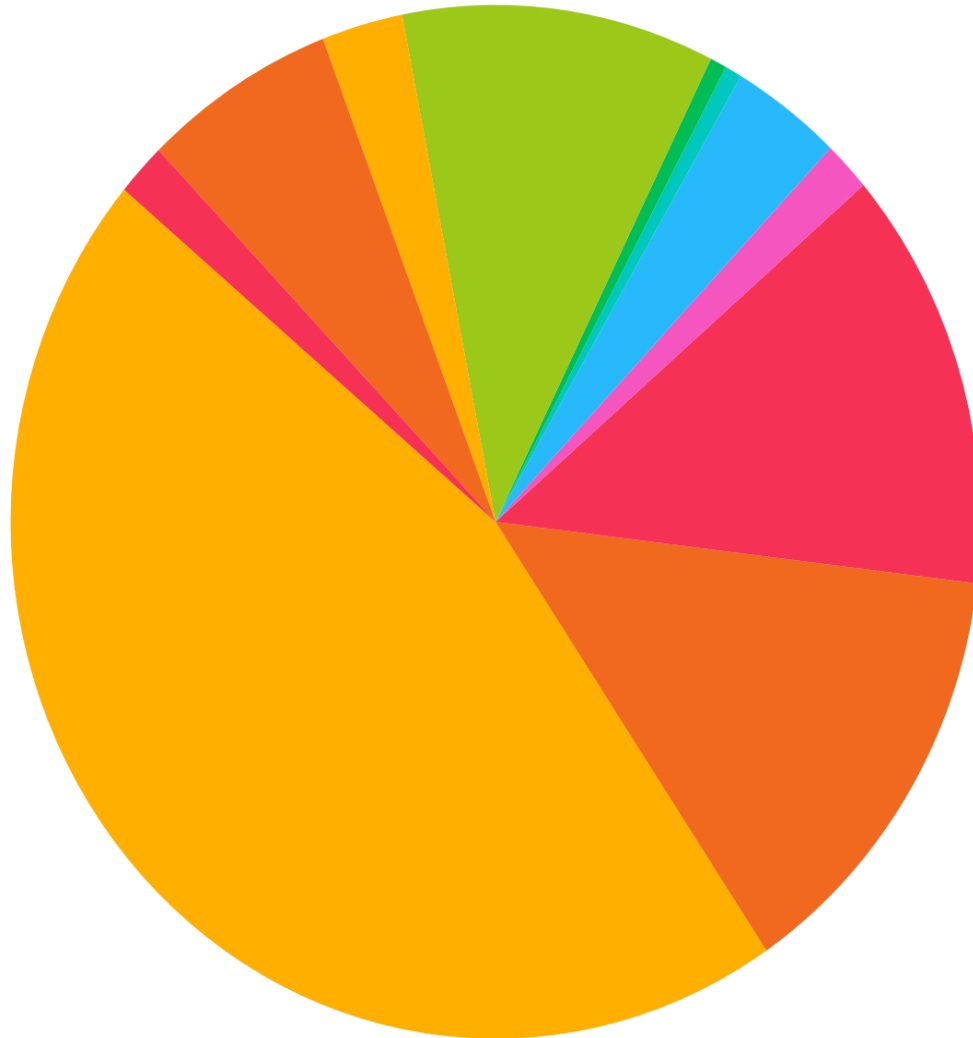
Total Expenses: \$9,038,182

+ 1% Contingency (\$90,352)

Total Expenses w/ Contingency: \$9,125,534

Key expense areas such as Rent, Staff Related, Transportation, and both Direct and Indirect Student Expenses directly support scholar achievement through improved learning environments, operational access, and academic and social-emotional interventions.

## Expense Breakdown by Category



Expense Categories	
Salaries: 45.5%	Occupancy Services - Bingham: 0.6%
Benefits: 13.7%	Student Expense, Direct: 10.4%
Rent: 13.2%	Student Indirect: 2.7%
Staff Related: 1.6%	Office & Business: 6.4%
Occupancy Services: 3.7%	Transportation: 1.7%
Loan Interest: 0.6%	

## **SWOT Analysis**

### **Strengths**

- A strong teacher return rate fosters instructional stability
- Grade expansion supports future enrollment and funding increases

### **Weaknesses**

- Cash flow dependency and timing risks despite a positive balance
- Growing SPED enrollment may strain available funding and supports
- Community perception risks from external scrutiny

### **Opportunities**

- Implementation of Teacher First Compensation strategy
- Leverage high family satisfaction via Possip to boost engagement
- Targeted recruitment to diversify student population within boundaries

### **Threats**

- Declining urban population impacting enrollment stability
- Increased SPED population with potential cost overruns
- Public scrutiny by external entities impacting reputation and support

## **Conclusion**

The FY25 budget reflects a strategic, mission-aligned approach to financial stewardship. Through sound fiscal planning, we are positioning ourselves to enhance instructional quality, support staff, and ensure sustainable operations despite external challenges.

# Coversheet

## Approval of March Committee Meeting Minutes

**Section:** VII. Executive Committee  
**Item:** A. Approval of March Committee Meeting Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Executive Committee Meeting on March 26, 2025

APPROVED



## Kairos Academies

### Minutes

#### Executive Committee Meeting

---

##### **Date and Time**

Wednesday March 26, 2025 at 7:00 PM

##### **Location**

Virtual: Zoom

<https://us06web.zoom.us/j/82409040466>

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

<https://us06web.zoom.us/j/81675048257>

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##### **Committee Members Present**

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

##### **Committee Members Absent**

*None*

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#### **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 Mar 26, 2025 at 7:18 PM.

**C. Approve Minutes**

N. Plair made a motion to approve the minutes from Executive Committee Meeting on 02-19-25.

W. Young seconded the motion.

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

**II. Review March 2025 Board Meeting Agenda**

**A. Agenda**

- Reviewed Agenda for March 2025 Board Meeting
  - Add Voting on Board Meeting Dates to the March 2025 Agenda

**III. CEO Cycle Updates and Reflections**

**A. Board Meeting Dates**

Reviewed Board Meeting Dates

**B. Review of Accountability Tracker**

Dr Graham reviewed CEO Accountability Tracker

**C. Review of Amendment Request**

**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 8:13 PM.

Respectfully Submitted,  
W. Young

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# Coversheet

## Approval of February Committee Meeting Minutes

**Section:** VIII. Facilities Committee  
**Item:** A. Approval of February Committee Meeting Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Facilities Committee Meeting on March 26, 2025

APPROVED



## Kairos Academies

### Minutes

#### Facilities Committee Meeting

---

##### **Date and Time**

Wednesday March 26, 2025 at 2:00 PM

##### **Location**

Virtual: Google Meets

<https://meet.google.com/fcj-rnis-ubw>

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

<https://us06web.zoom.us/j/85830004205>

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##### **Committee Members Present**

J. Krewson (remote), K. Graham (remote), M. Chavers (remote), N. Plair (remote)

##### **Committee Members Absent**

P. Badea

##### **Guests Present**

A. Sullivan (remote), J. Irby (remote)

---

##### **I. Opening Items**

**A. Record Attendance**

**B. Call the Meeting to Order**

N. Plair called a meeting of the Facilities Committee of Kairos Academies to order on Wednesday Mar 26, 2025 at 2:06 PM.

**C. Approve Minutes**

**II. Facilities Committee Goals SY 24-25**

**A. Goal Updates**

Facilities SY24-25 Goals have been completed, no new updates

**III. Chief Operation Officer Updates**

**A. Current Building Updates**

**B. Review of building refresh plan**

- Conducting Building Reviews and Preliminary Site Visits
- Inventory of Assets has occurred
- Final Bids by beginning of April
- Goal to identify one vendor for painting and the move
- Finalization will happen in June
- August will conduct the move
- We are on track to ensure a successful move

**IV. Chief Strategy Officer Updates**

**A. Bingham Updates**

- Feasibility Report put together by QPD & HKW
  - Reduce scope on site to bring into better alignment
  - Proposed Timeline of how to move forward
- Timeline:
  - Restarting exploring alternate designs and refreshing cost estimate - May/June 2025
  - Notice to proceed with design development - Aug 2025
  - Design Development Estimate & RFP to Lenders - Oct/Nov 2025
  - Receive Term Sheets - Dec 2025
  - Select Lenders - Dec 2025 - Feb 2026
  - Construction Drawings Complete for Bid & Permit - Feb 2026

We need to raise 400k-500k for our Equity Contribution

Fundraising:

- Family Foundations give to Capital Campaigns
- Identified foundations to reach out and prospect to, several of these foundations are in our network

## **V. Enter into Closed Session**

### **A. SMO 610.021(2)**

Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor.

## **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 2:38 PM.

Respectfully Submitted,  
N. Plair

# Coversheet

## Approval of March Committee Updates

**Section:** IX. Program Committee  
**Item:** A. Approval of March Committee Updates  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Programming Committee Meeting on March 24, 2025

APPROVED



## Kairos Academies

### Minutes

#### Programming Committee Meeting

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##### Date and Time

Monday March 24, 2025 at 5:00 PM

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

<https://us06web.zoom.us/j/88608893266>

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##### Committee Members Present

J. Tyrrell (remote), K. Graham (remote), M. Vachow (remote)

##### Committee Members Absent

J. Horwitz, S. Bauer

##### Guests Present

I. Buchanan (remote), N. Patel, Robbyn Wahby (remote)

---

#### I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

C.

## Approve Minutes

Motion to approve the minutes from Programming Committee Meeting on 02-18-25.  
The committee **VOTED** to approve the motion.

## II. School Updates

### A. School Updates

Discussed BOY tracker that highlights what schools team need to accomplish between now and May.

### B. NWEA Updates

- Discussed percentage of students tested into the 90s. Previous high was low 80s
- Captured a lot of the data when retesting students when they were absentt at the beginning.
- In HS advisors are drawing connections between NWEA, ACT prep, and ACT test.
- Discussed internal goal of 95% students tested
- Reviewed data on data tracking site.

### C. Teacher First Compensation

- Had discussion on updated Teacher First compensation
- Discussed rehire eligibility criteria and compensation framework
- At-will agreements are up for review this week
- Discussed how compensation is conservative and strategic with resources. Want teachers to have the first portion of the salary cap after leaders.
- Discussed seeing a similar model in New York and slimming at the administrator and non-instructional level.
- Discussed landing guide for all documents for teachers and teacher evaluation.

### D. SPED Review

Discussed significant increase in compliance up to 91% pending confirmation

## 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 6:00 PM.

Respectfully Submitted,  
M. Vachow

---

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# Coversheet

## Approval of March Committee Meeting Minutes

**Section:** X. Finance Committee  
**Item:** A. Approval of March Committee Meeting Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Finance Committee Meeting on March 25, 2025

APPROVED



## Kairos Academies

### Minutes

#### Finance Committee Meeting

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##### **Date and Time**

Tuesday March 25, 2025 at 8:00 AM

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

<https://us06web.zoom.us/j/84052766924>

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##### **Committee Members Present**

A. Jackson (remote), A. Trapp (remote), B. Jackson (remote), K. Graham (remote), K. Owen (remote)

##### **Committee Members Absent**

*None*

##### **Guests Present**

L. LeComb (remote), Martha (remote), Robbyn Wahby (remote)

---

#### **I. Opening Items**

**A. Record Attendance**

**B. Call the Meeting to Order**

**C.**

## Approve Minutes

### II. Monthly Financial Approval

#### A. Approve February Financials

- Discussed lower than forecasted reimbursements
- Approved February Financials

### III. Review Documents

#### A. Letter of Concern Action Steps

- Reviewed the update to the two signer policy to address auditor concerns.

#### B. Overview of 25-26 Budget Projections (Finance Memo Review)

- Discussed budget process for 25-26. Highlighted expected enrollment of 553.
- Aims for net surplus with a payroll allocation cap.

#### C. Annual Report Financial Review

#### D. Committee Presentation

- Discussed the monthly finance review.
- Started with board ASBR reflection
- Discussed reducing outstanding liabilities
- Insurance Update

### 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 9:00 AM.

Respectfully Submitted,  
A. Trapp

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# Coversheet

## March Financials

**Section:** X. Finance Committee  
**Item:** B. March Financials  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Kairos March 2025 Financial Report (1).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](#):

Kairos March 2025 Financial Report (1).xlsx

# Coversheet

## Updated Financial Plan

**Section:** X. Finance Committee  
**Item:** C. Updated Financial Plan  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Action Plan V5 (4.30).pdf



## Executive Action Plan: Kairos Academies – Financial Position and Cash on Hand

Prepared for: Aaron Jackson, Board Chair

Prepared by: Dr. Khalil Graham, CEO

Date: April 30, 2025

---

## Kairos Financial Action Plan: Q4 FY25 – Q1 FY26

---

### Section I: Q4 FY25 (April – June 2025)

#### *Top Priorities & Updated Strategies*

---

### 1. Cash Monitoring & Reporting

- **Forecasted Cash on Hand | Tracking of Net Surplus**

- **March 31:** \$548,462

Net surplus: \$116,143

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- **April EOM:** \$626,064 (22 days cash on hand)                      Net surplus: \$77,603
- **May EOM:** \$917,529 (32 days cash on hand)                      Net surplus: \$291,464
- **June EOM:** \$1,319,335 (46 days cash on hand)                      Net surplus: \$401,806

- **Monitoring Strategy:**

- Conduct **weekly financial meetings** with internal finance team to:
  - Track daily inflows/outflows and validate updated projections.
  - Monitor federal grant reimbursement tracking and system troubleshooting.
  - Review any changes to prior month's forecasted revenues and expenditures..
- **Agenda and trackers will be shared weekly** with the Board Finance Committee and Charles Brazeale to ensure transparency.
- **Monthly Strategic Review:**
  - Charles Brazeale and Aaron Jackson will attend **monthly financial closeout meetings** to compare forecasted cash position vs. actuals and assess alignment to budget targets.

---

## 2. Accounts Payable Management



- **March 2025 Snapshot:**

- Outstanding AP: \$651,176.98 (inclusive of retirement system liabilities)
- Net actual AP: **\$518,479** (excludes pre-posted retirement payments)

- **April 2025 Update:**

- Outstanding AP reduced to **\$255,941.80**, demonstrating significant progress in balancing vendor liabilities.

- **May–June AP Target:**

- Maintain monthly AP **between \$200,000–\$300,000**, with a goal to stabilize around **\$250,000** due to:
  - Decreased end-of-year discretionary spending
  - Completed contract renewals
  - Limited new invoice approvals
- **Accounts Payable Aging:**
  - **Only \$12,000** over 30 days outstanding



- **Spending Focus:**
    - Payments prioritized for:
      - **Student direct services** (Special Education, student supports)
      - **Compliance-sensitive areas** (IEP, McKinney-Vento, Title services)
- 



### 3. Credit Card and Expensify Oversight

- **Monthly Expensify Trends:**

<b>Month</b>	<b>Amount</b>
December	\$20,656.32
January	\$29,053.49
February	\$29,005.25
March	\$24,155.61
April	<b>\$11,555.00</b> (as of 4/30)

- **April Priority Purchases:**



- **Student Trip Bus:** \$1,000
  - **Campus AED Device:** \$1,400
  - **Leased Office Rent:** \$6,000
  - **Projected May–June Spend:**
    - Estimated total for the next 60 days of **\$10,000–\$15,000 monthly**, limited to:
      - Recurring re-approved costs
      - Final operational expenses before fiscal year close
    - Tracker shared with board members; purchases tied to Expensify detail reports
- 



### 4. Revenue and Expenditure Adjustments Summary

<i>h Basis</i>		<b>FY25 Budget Rev. 2/2025</b>	<b>Feb <i>Actual</i></b>	<b>Mar <i>Actual</i></b>	<b>Apr <i>Projected</i></b>	<b>May <i>Projected</i></b>	<b>Jun <i>Projected</i></b>	<b>FY25 Budget <i>Forecast</i></b>	<b>VARIANCE <i>Forcst - Rev.</i></b>	<b>YTD, % BUDGET</b>
	<i>Months Remaining</i>		<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>			
<b>Enrollment</b>		492.0	492.0	492.0	484.0	484.0	484.0			
<b>ADA</b>	85%	418.2	393.6	393.6	387.2	387.2	387.2			
<b>% ADA</b>		80.0%	80.01%	80%	80%	80%	80%			
<b>WADA</b>		547.8	547.8	547.8	538.3	538.3	538.3			
<b>Revenues</b>										
5192 Gifts / Foundation		\$ 252,859	\$ 1,074	\$ 79,327	\$ -	\$ -	\$ 20,000	\$ 203,260	\$ (49,599)	72%
5113 Prop C		\$ 745,052	\$ 67,811	\$ 59,984	\$ 57,806	\$ 57,806	\$ 57,806	\$ 763,450	\$ 18,398	79%
5311 Basic Formula		\$ 7,660,120	\$ 638,431	\$ 703,503	\$ 645,591	\$ 639,887	\$ 639,887	\$ 7,282,116	\$ (378,004)	70%
5319 Classroom Trust		\$ 271,395	\$ 22,529	\$ 22,613	\$ 18,430	\$ 24,755	\$ 24,755	\$ 271,395	\$ -	75%
5412 Medicaid		\$ 130,031	\$ -	\$ 63,926	\$ -	\$ -	\$ -	\$ 150,307	\$ 20,276	116%
5441 IDEA		\$ 151,894	\$ 11,868	\$ 15,168	\$ 14,893	\$ 2,506	\$ 2,506	\$ 151,894	\$ -	87%
5445 Lunch & Breakfast		\$ 99,472	\$ 10,772	\$ 11,688	\$ -	\$ 30,000	\$ 15,000	\$ 116,932	\$ 17,460	72%
5451 Title I		\$ 655,487	\$ 60,139	\$ -	\$ 75,713	\$ 171,146	\$ 171,146	\$ 655,487	\$ -	36%
5461 Title IV		\$ 46,777	\$ 3,990	\$ -	\$ 5,023	\$ 2,328	\$ 2,328	\$ 46,777	\$ -	79%
5465 Title II		\$ 29,000	\$ 2,883	\$ -	\$ 3,630	\$ 6,677	\$ 6,677	\$ 29,000	\$ -	41%
5497 <u>CSP Budget</u>		\$ 1,128,213	\$ 70,467	\$ -	\$ 94,865	\$ 79,341	\$ 167,000	\$ 1,367,616	\$ 239,403	91%
5497 IAL		\$ 111,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,100	\$ 0	100%
xxxx Other Revenues		\$ 68,812	\$ 1,951	\$ 2,984	\$ 4,403	\$ -	\$ -	\$ 78,151	\$ 9,339	107%
<b>5899 GRAND TOTAL REVENUES</b>		<b>\$11,350,212</b>	<b>\$ 891,915</b>	<b>\$ 959,193</b>	<b>\$ 920,354</b>	<b>\$1,014,447</b>	<b>\$1,107,106</b>	<b>\$ 11,227,484</b>	<b>\$ (122,728)</b>	<b>72%</b>
<b>Expenditures</b>										
								\$ 6,215,362		
6100 Salaries		\$4,667,877	\$ 386,212	\$ 362,177	\$ 352,908	\$ 352,908	\$ 347,908	\$ 4,781,605	\$ 113,728	80%
6200 Benefits		\$1,511,778	\$ 114,824	\$ 109,484	\$ 104,922	\$ 106,682	\$ 105,171	\$ 1,433,757	\$ (78,021)	74%
6xxx-1 Staff-Related Costs		\$148,400	\$ 47,879	\$ 34,480	\$ 12,991	\$ 7,500	\$ 7,500	\$ 195,092	\$ 46,692	113%
6xxx-2 Rent		\$1,340,041	\$ 101,729	\$ 101,975	\$ 96,330	\$ 100,000	\$ 100,000	\$ 1,219,557	\$ (120,484)	69%
6xxx-3 Occupancy Service		\$275,008	\$ 38,906	\$ 35,687	\$ 27,713	\$ 15,000	\$ 15,000	\$ 291,038	\$ 16,030	85%
6xxx-4 Student Expense, Direct		\$926,026	\$ 60,402	\$ 112,293	\$ 173,385	\$ 83,333	\$ 83,333	\$ 1,042,378	\$ 116,352	76%
6xxx-5 Student Expense, Indirect (NSLP)		\$160,136	\$ 32,326	\$ 199	\$ 9,279	\$ 12,728	\$ 12,728	\$ 163,756	\$ 3,620	81%
6xxx-6 Office and Business Expense		\$1,203,838	\$ 118,717	\$ 51,270	\$ 51,239	\$ 41,832	\$ 28,260	\$ 1,082,734	\$ (121,104)	80%
6xxx-7 Transportation		\$68,539	\$ 14,293	\$ 35,485	\$ 13,984	\$ 3,000	\$ 5,400	\$ 104,101	\$ 35,562	119%
<b>6899 GRAND TOTAL EXPENDITURES</b>		<b>\$10,301,643</b>	<b>\$ 915,288</b>	<b>\$ 843,050</b>	<b>\$ 842,751</b>	<b>\$ 722,983</b>	<b>\$ 705,300</b>	<b>\$ 10,314,017</b>	<b>\$ 12,374</b>	<b>78%</b>



Category	Change	Explanation
<b>Fundraising Revenue</b>	↓ \$49,599	Lower-than-expected donations due to media impact and limited grant access
<b>Basic Formula Revenue</b>	↓ \$378,004	ADA 80% vs. 85% projected = less funding
<b>Prop C Revenue</b>	↑ \$18,398	Based on actual receipts
<b>Medicaid Reimbursement</b>	↑ \$20,276	Higher SPED services eligible for billing
<b>Breakfast/Lunch Program</b>	↑ \$17,460	More FRL students utilizing services
<b>CSP</b>	↑ \$239,403	Full reimbursement expected by June 30
<b>Other Revenues</b>	↓ \$9,339	Miscellaneous increased funds



<b>Salaries</b>	↓ \$113,728	Staff reductions and monthly under-spending, but increased cost at beginning of year and sped costs in Q3/Q4
<b>Benefits</b>	↑ \$78,021	Linked to decreased salaries and fewer benefit-eligible staff
<b>Staff-Related Costs</b>	↓ \$46,692	Increased PD and support-related costs
<b>Rent</b>	↑ \$120,484	Over assumed at Beginning of Year costs for CPH site
<b>Student Direct Expenses</b>	↓ \$116,352	Increased SPED support, student resources for compliance
<b>Office/Business</b>	↑ \$121,104	Cuts to supplies, PD, discretionary programs
<b>Transportation</b>	↓ \$35,562	Special Ed transport and McKinney-Vento growth



## Section II: Q1 FY26 (July – September 2025)

### ***Top Priorities:***

#### **1. Conservative Enrollment-Based Budgeting**

- Base July and August payments on a lower student estimate (480–500).
- Adjust revenue up if enrollment exceeds projections by the Day 1 count.
- Avoid the DESE overpayment scenario seen in FY25, while proactively budgeting to account for FY25 Prior Year Adjustment (accounting for in 25–26 budget in December).

#### **2. Staff Compensation Timing**

- Implement a 2-week payroll delay for new hires.
- The first paycheck hits August 1, which mitigates the cash outflow in July.

#### **3. Facility Cost Reduction**

- Finalize the July space consolidation plan.
- Reduce facility-related expenses by \$100,000 for FY26.
- Strategically reduce outstanding facility-related liabilities as secondary priority to maximizing cash reserves and tight cash flow / accounts payable monitoring



#### 4. **Tight Budget Monitoring**

- Monitor total salary & benefits budget:
  - FY26: ~\$5.3M = ~\$441,667/month
  - Compare with FY25: \$6.215M = ~\$517,917/month
- Share Begin of Year month-by-month forecast with Finance Committee that underlies budget. Update each month and highlight trends and risks.

#### 5. **Cash Flow Watch:**

- Use reduced summer expenditures and conservative staffing to build reserves.
- 

### **Governance and Communication**

- **May 1:** Board review of this financial plan and tracker updates
  - **May & June:** Finance Committee reviews (bi-weekly)
  - **June 5:** Final EOY board approval of financial outlook, FY26 readiness
  - **Weekly internal updates:** Share updated tracker with Bennie and Jack; Nilesh to distribute meeting minutes
- 

### **Conclusion & Executive Consideration**



This action plan centers on disciplined financial stewardship during Q4 of FY25 while strategically preparing Kairos for a stable FY26. Success relies on:

- Sustaining spending controls,
  - Real-time enrollment tracking,
  - Conservative revenue forecasting, and
  - Clear internal + external communication.
- 



# Coversheet

## Approval of March Minutes

**Section:** XI. Governance Committee  
**Item:** A. Approval of March Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Governance Committee Meeting on March 26, 2025

DRAFT



## Kairos Academies

### Minutes

#### Governance Committee Meeting

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##### **Date and Time**

Wednesday March 26, 2025 at 6:00 PM

##### **Location**

Virtual: Zoom

<https://us06web.zoom.us/j/82409040466>

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

<https://us06web.zoom.us/j/82409040466>

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##### **Committee Members Present**

##### **Committee Members Absent**

A. Jackson, K. Graham, N. Plair, W. Young

##### **Guests Present**

N. Patel

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#### **I. Opening Items**

##### **A. Record Attendance**

##### **B.**

## **Call the Meeting to Order**

### **C. Approve Minutes**

## **II. Governance Committee Goals**

### **A. Review Goals and Progress**

- Discussed SPED task force updates highlighting compliance efforts and progress made
- Discussed staffing adjustments and transition of several contract roles
- Discussed student enrollment and intentional recruitment strategies.

## **III. Letters of Concern**

### **A. Discuss update to letters of concern**

- Discussed letters of concern and progress made on corrective actions

## **IV. Board Member Succession Planning**

### **A. Discuss Renewal for 3 Board Members**

- Discussed oversight of board member renewal and a need for a formal process.

## **V. Goals and Board on Track**

### **A. Discuss Committee Goals and Board on Track**

Discussed progress monitoring committee goals

## **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 7:00 PM.

Respectfully Submitted,  
W. Young

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