



Kairos Academies

Kairos Academies Board Meeting

Published on May 26, 2025 at 6:01 AM CDT

Amended on May 27, 2025 at 5:59 PM CDT

Date and Time

Tuesday May 27, 2025 at 6:00 PM CDT

Location

This meeting will be held virtually

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.

<https://us06web.zoom.us/j/87403312713?jst=2>

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 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.			
II. Kairos Public Comment			6:03 PM
A. Time Allotted for Public Comment	FYI	Aaron Jackson	3 m
Public comments allow for the public to have up to 3 minutes each to read a statement to the board of directors.			
III. Board Meeting Minutes Approval			6:06 PM
A. Approval of April Board Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
IV. Presenters			
V. Kairos Senior Leadership Team Updates			6:07 PM
A. Enrollment Updates	Discuss	Khalil Graham	5 m

	Purpose	Presenter	Time
Link to Google Drive: Enrollment Updates			
B. Progress to Goal Updates	Discuss	Jonathan Tyrrell	5 m
Link to Google Drive: Program Meeting Memo			
C. Review and Vote 25-26 Budget and 3 year Forecast	Vote	Bennie Jackson	25 m
D. Staffing Updates	FYI	Khalil Graham	5 m
E. June Board Meeting Preview	FYI	Nilesh Patel	5 m
<ul style="list-style-type: none"> • All closeout voting items • Draft of 25-26 board meeting cadence <ul style="list-style-type: none"> ◦ Receive by June 15th • BOY Board Retreat Dates <ul style="list-style-type: none"> ◦ Priority to preview EOY 24-25 data or BOY 25-26 data • Required updates board bylaws 			
VI. Finance Committee			6:52 PM
A. Approval of Finance Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
Approve minutes for Finance Committee Meeting on April 29, 2025			
B. Approve April Financials	Vote	Charles	10 m
C. Kairos Action Plan Review	Discuss		10 m
D. Review Audit RFP	Vote	Bennie Jackson	5 m
E. Review New Building Financial Report	Discuss	Khalil Graham	5 m
VII. Program Committee			7:23 PM
A. Approval of April Committee Meeting Minutes	Approve Minutes	Aaron Jackson	1 m
VIII. New Board Members and Advisors			7:24 PM

	Purpose	Presenter	Time
A.	Discussion on new and prospective board members and advisors	Discuss	5 m
IX.	Enter Into Closed Session		7:29 PM
A.	Enter Into Closed Session SMo 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	10 m
X.	Closing Items		7:39 PM
A.	Adjourn Meeting	Vote	

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Coversheet

Approval of April Board Meeting Minutes

Section:	III. Board Meeting Minutes Approval
Item:	A. Approval of April Board Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Kairos Academies Board Meeting on May 1, 2025

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Meeting

Date and Time

Thursday May 1, 2025 at 6:00 PM

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.

<https://us06web.zoom.us/j/85372783082?jst=2>

Directors Present

A. Jackson (remote), A. Trapp (remote), M. Vachow (remote), N. Plair (remote), P. Badea (remote)

Directors Absent

K. Owen, W. Young

Ex Officio Members Present

K. Graham (remote), N. Patel (remote)

Non Voting Members Present

K. Graham (remote), N. Patel (remote)

Guests Present

B. Jackson (remote), J. Krewson (remote), J. Tyrrell (remote), M. Chavers (remote), Martha (remote), Robbyn Wahby (remote), Victoria Turner LWV (remote), abby.devereux@gmail.com (remote), cbazeale@gmail.com (remote), cm (remote), patgarrett789@gmail.com (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 May 1, 2025 at 6:02 PM.

C. Review of Mission and Vision

Reviewed School Mission and Vision

II. Board Meeting Minutes Approval

A. Approval of March Board Meeting Minutes

N. Plair made a motion to approve the minutes from Kairos Academies Board Meeting on 03-27-25.

A. Trapp seconded the motion.

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

III. Kairos PTA

A. PTA Updates

No updates

Whitney will attend the May PTA Meeting

IV. Presenters

A. Gala Update

- Committed funds to break even, anything above will go towards fundraising goal
- Board Members are purchasing tables, Remaining Board Members can purchase tables on the link
- If you're unable to attend the Gala, we are asking Board Members to still sponsor a table

V. Kairos Senior Leadership Team Updates

A. Enrollment Updates & 25-26 Calendar

- We are closely monitoring decline in enrollment for Middle School and using the data to target middle school engagement retention
- We are seeing strong growth in high school enrollment and engagement from the High School team
- Programing, Outreach and Safety reports
- Safety protocols have been enhanced at the facilities, Resource officers have contributed to safe environment
- Use student data to support what we offer the next year
- 200 applicants re-enrolled, goal to complete 200 more re-enrollments by end of July
- Secured 72 student registrations for New Enrollment
- Opportunities for Board Members to do outreach and recruit New Families
- PTA ask to do outreach to new potential families
 - Send someone from Recruitment/Strategy to the PTA Meeting

Reviewed General Overview of School Calendar 25-26 SY

- Start Aug 18th, aligned with SLPS
- HS classes start at 8:00, MS classes start at 8:10
- School Year ends June 30, 2026
- HS and MS enter through different parts of the building
- Adding an additional bad weather day in the Winter of 2026

A. Trapp made a motion to Approve the calendar as it stands right now for 2025-2026 SY, pending feedback.

M. Vachow seconded the motion.

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

Introductions:

- Charles Brazeale, he is with LDR and will be giving Financial Reports and Financial Strategy
- Abby Devereux is joining the Finance Committee as an Advisor
- Pat Garrett works at City Garden Montessori and has agreed to join as an Advisor on the Program Committee

B. Compliance Update/ CEO Tracker

- Dr. Graham reviewed the CEO Accountability Tracker
 - Dr Graham will provide update to Aaron on Friday May 2, 2026 and will post the updates in docs
 - Governance and Compliance are meeting bi-weekly with the Commission
 - Letters of Concerns have been addressed and action plans identified for April 4th letter

- Will receive updates every cycle
- Board Surveys will be sent out

C. MS Leadership

- Nick Guadiana is the incoming Principle for MS officially July 1
 - Announcement made public during Programming Meeting
 - School team is leaning in heavily with MS
 - Nick is transitioning from HS to MS
- Reinforcing Culture Systems
- Have Nick attend the next PTA meeting

D. Brand Management

VI. Facilities Committee

A. Approval of February Committee Meeting Minutes

B. Committee Updates

- Active plan of consolidating and moving into the CPH Building will review during Finance Committee

VII. Program Committee

A. Approval of March Committee Updates

B. Committee Updates

- Johnathan provided more details on the transition of the MS
- Discussed information on Mentoring for Parents/Students

VIII. Finance Committee

A. Review 25-26 Draft Budget

- New line item for Bingham added to the budget to cover yard maintenance, security on the site and insurance
 - \$1500 for grass cutting
 - Property Insurance \$11,000 per year
- Reviewed 25-26 Draft Budget

B.

Approval of March Committee Meeting Minutes

C. March Financials

Charles reviewed the Financial Report and walked through the details of the financial reports

- Statement of Activities - Cash/Accrual
 - % of budget - over 75% indicates we're over budget
- Bank Register
 - 2 accounts (Reserved Account, Regular Account)
 - Recommendation: have less payables or managing so we can pay right after we receive our DESE deposit
- Expensify = Credit Card Charges
 - Recommended that the Board reviews in detail
 - Credit cards will only be used for preapproved purchases
 - Credit Cards are closed for new purchases as of 5/1 through the remaining of the school year
- Accounts Payable Reports

Recommendations for Cash On Hand at start of the SY

DESE recommendation - Less than 3% balance in operating funds is considered financially distressed

Charter School commission recommends at least 16%, aim for 20%

Commission standard for a school of our age is 60 days cash on hand

N. Plair made a motion to March 2025 Monthly Financials.

M. Vachow seconded the motion.

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

D. Updated Financial Plan

- Reviewed Kairos Financial Action Plan Q4 FY25-Q1 FY26
 - Cash Monitoring & Reporting - we have a significant bulk of reimbursements that are both CSP and DESE that would come in during the month of May and June. Outstanding number \$785,876
 - Decrease in Office and Business Expense
 - Potential Risks: Enrollment and Attendance
 - If could cause us to consider deep cuts
 - Continue Monitor where our enrollment is with Special Needs
 - You have to be 3x what you regularly spend on students to get Funding for High Needs
 - The Finance Plan should drive 46 days cash on hand

M. Vachow made a motion to Approve the Financial Plan as it was presented.

A. Trapp seconded the motion.

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

E. Maximum AP Thresholds for FY 25 & FY 26

- AP Balance Threshold target for FY25-26
 - The target maximum AP balance at the close of any given month shall be no greater than \$300,000 across all funds and vendors
 - Under \$300,000 per month, make sure we're close to current as possible
 - Most of our bills will be in 0-30 days, anything beyond 30 days it may be because we're disputing the bill or were double billed and has not been resolved
 - In general, everything should be able to be paid within a month of the bill

F. Update check/EFT Dual Signing Policy

Discussed Policy Updates

- Section 5: Credit Card Procedures - employees who have permission for participation from the principle and have authorization from the CEO
 - added more restrictions to credit card purchases
- Section 2.1 Checks and Electronic Funds Transfer (EFT)
 - Any check or EFT payment under 10,000 drafted on any school designated bank account may be signed/authorized by the Administration Officer, CEO, Board Treasurer or Board President
 - Dual Signer is a recommendation from the audit process

M. Vachow made a motion to Approve New Credit Card Policy.

N. Plair seconded the motion.

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

M. Vachow made a motion to Approve Maximum AP Threshold Policy of \$300,000 for FY 25-26.

N. Plair seconded the motion.

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

M. Vachow made a motion to Approve Dual Signer Policy.

N. Plair seconded the motion.

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

IX. Governance Committee

A. Approval of March Minutes

B.

Committee Updates

- Floating around Calendar for in person finance committee meeting
- Katie will be stepping down from the board, she has completed her term
- We initially shifted the board meeting to the first week in June. We need to pull it back and meet the week of May 26th - 29th
- RFP was sent out for a new Auditor

A. Trapp made a motion to Approve of moving board week up one week from June 2 - 5th to week of May 26 - 29th.

N. Plair seconded the motion.

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

X. Closed Session

A. RSMo 610.021(3)

Close session has been tabled for next board meeting

Committee Meeting Minutes Vote has been tabled for next board meeting

XI. 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 8:47 PM.

Respectfully Submitted,

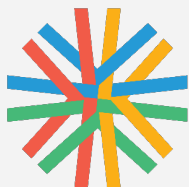
N. Plair

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Coversheet

Enrollment Updates

Section:	V. Kairos Senior Leadership Team Updates
Item:	A. Enrollment Updates
Purpose:	Discuss
Submitted by:	
Related Material:	25-26 RECRUITMENT_ENROLLMENT NUMBERS - 5.27.25 (1).pdf



5.27.25 RECRUITMENT / ENROLLMENT

Purpose: This newsletter is to provide weekly updates to all staff regarding specific Operations-based metrics, and specific initiatives/priorities that various members of the operations team is currently working towards.

Working towards

RECRUITMENT & ENROLLMENT PTG										
GRADE	GOAL	RE-ENROLLMENT			NEW REGISTRATIONS			NEW OFFERS 25-26 SY		
		PENDING	NOT RETURN	RETURNING	PENDING	WITHDREW	SUBMITTED	PENDING	DECLINES	ACCEPTED
5TH	40.00	0.00	0.00	0.00	7.00	0.00	4.00	1.00	6.00	10.00
6TH	80.00	12.00	2.00	9.00	8.00	0.00	17.00	2.00	7.00	23.00
7TH	75.00	23.00	9.00	16.00	2.00	1.00	3.00	1.00	5.00	4.00
8TH	75.00	34.00	13.00	31.00	8.00	0.00	2.00	2.00	4.00	9.00
9TH	100.00	38.00	29.00	18.00	13.00	0.00	13.00	7.00	8.00	23.00
10TH	75.00	50.00	24.00	40.00	11.00	1.00	4.00	1.00	6.00	13.00
11TH	75.00	29.00	17.00	35.00	8.00	0.00	2.00	4.00	0.00	10.00
12th	75.00	30.00	5.00	37.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	595.00	216.00	99.00	186.00	57.00	2.00	45.00	18.00	36.00	92.00
CURRENT ENROLLMENT				STUDENT PERSISTENCE PTG				24-25 SY APPLICATIONS		
GRADE	CURRENT ENROLLED	YTD # LEAVERS	# OF NEW NEXT WEEK	GRADE	NEW POST FDOS	LEFT SINCE FDOS	+/-	5TH	77.00	
5TH	20.00	6	0	5TH	0	6	77.78%	6TH	102.00	
6TH	49.00	4	0	6TH	2	4	91.84%	7TH	79.00	
7TH	72.00	11	0	7TH	7	11	86.75%	8TH	104.00	
8TH	77.00	14	0	8TH	10	13	85.87%	MS	362.00	
TOTAL MS	218.00	35	0	TOTAL MS	19	34	86.45%	9TH	147.00	
9TH	121.00	36	0	9TH	13	36	74.29%	10TH	80.00	
10TH	67.00	8	0	10TH	5	8	90.59%	11TH	81.00	
11TH	66.00	5	0	11TH	4	5	94.19%	HS	308.00	
TOTAL HS	254.00	47	0	TOTAL HS	22	47	84.89%	TOTAL	670.00	
KA TOTAL	472.00	84	0	KA TOTAL	41	83	85.23%	- The week of 5/20 We experienced technical difficulties with Facebook marketing which led to a brief intermission in online leads		
RECRUITMENT YTD 25-26				RECENT APPLICATIONS AT A GLANCE				- 5/17 was our most successful Open house to date, 15 families showed up (over 30 physical people in the building!)		
GRADE	CURRENT	THIS WEEK	+/-	Grade	Past 7 Days	Past 14 Days	Past 30 Days	- 39 re-enrollments completed since last board meeting		
5TH	20.00	N/A	N/A	5th	1	1	4	- 11 submitted registrations since last board meeting		
6TH	37.00	N/A	N/A	6th	0	1	7	- 49 more registrations started (not yet submitted)		
7TH	14.00	N/A	N/A	7th	0	0	3	- Creating the powerschool accounts for the parents helped		
8TH	27.00	N/A	N/A	8th	4	6	11	- Re-enrollment flyering at the dismissal line helped		
MS	98.00	N/A	N/A	MIDDLE	5	8	25	Solutions:		
9TH	53.00	1	N/A	9th	3	4	13	- We are engaging with a Recruitment expert to help improve our strategies and improve data tracking as it relates to recruitment		
10TH	25.00	N/A	N/A	10th	0	5	6	- We are engaging teachers and school based staff members to support in recruitment calls		
11th	16.00	N/A	N/A	11th	1	1	4	- Increasing parent access to re-enrollment in mornings (we've only supported in the afternoon thus far)		
12th	4.00	N/A	N/A	12th	1	1	1	- Our parent intern is starting back 5/28 she was impacted by the tornado which affected lead conversions		
HS	98.00	N/A	N/A	HIGH	5	11	24	- University of Chicago intern starting 6/16		
TOTAL	196.00	1	N/A	Total	10	19	49			

Coversheet

Review and Vote 25-26 Budget and 3 year Forecast

Section:	V. Kairos Senior Leadership Team Updates
Item:	C. Review and Vote 25-26 Budget and 3 year Forecast
Purpose:	Vote
Submitted by:	
Related Material:	25-26 Budget Prep_USE THIS VERSION.xlsx 26_27 Budget Prep_(Draft).xlsx 27_28 Budget Prep_(Draft).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](#):

25-26 Budget Prep_USE THIS VERSION.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](#):

26_27 Budget Prep_(Draft).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](#):

27_28 Budget Prep_(Draft).xlsx

Coversheet

Approval of Finance Committee Meeting Minutes

Section:	VI. Finance Committee
Item:	A. Approval of Finance Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Finance Committee Meeting on April 29, 2025

APPROVED



Kairos Academies

Minutes

Finance Committee Meeting

Date and Time

Tuesday April 29, 2025 at 8:00 AM

Location

Virtual

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.

<https://us06web.zoom.us/j/85372783082?jst=2>

Committee Members Present

A. Jackson (remote), A. Trapp (remote), B. Jackson (remote), K. Graham (remote), L. LeComb (remote)

Committee Members Absent

K. Owen

Guests Present

L. Phillips (remote), N. Patel (remote), abby.devereux@gmail.com (remote), cbrazeale@gmail.com (remote), lindsay@phillipsadvisoryllc.com (remote)

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

C. Approve Minutes

Motion to approve the minutes from Finance Committee Meeting on 03-25-25.

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

II. Review Monthly Financials with LDR

A. Approve March Financials

- Brief overview for LDR roles in the board meeting.
- Provided overview of financial status with emphasis on balance sheet and cash flow.
 - Reviewed total cash and asset
- Reviewed Prop C revenue vs state revenue. Accounted for medicaid payments as well
- Reviewed total account balance alongside of monthly expenses and payroll.
- Approved March financials

III. Review Finance Committee Presentation

A. April Finance Committee Financial Health and Mitigations

- Outlined financial risks from enrollment shortfalls. May have a state repayment.
- Exploring diversification of external funding sources
- Use more conservative ADA projections for future budgets and scenario-based budgeting
- Reviewed Changes to dual signer policy and credit card procedures.
- Gave update on auditor RFP
 - Two auditors declined to bid and third is reviewing previous audit.

B. Review AP and Check Register

IV. Board Policies-Finance Update

A. Update Section 2.1- Bank Procedures Policy

- Reviewed updated procedures and discussed changes to make stricter guard rails

B. Replace COO with CAO

- Replaced title in policy to align with roles at Kairos

C. Section 5. Credit Card Procedures

- Reviewed credit card procedures including training and signing agreements on usage
- Discussed reimbursement policy
- Motion to approve was made

V. Action Plan Update

A. Review of Action Plan updates

- Reviewed action plan that was shared with the board.
- Discussed making changes to get to 46 days cash on hand
- Discussed staffing strategies, including not filling open positions
- Discussed moving staff to CPH building. Determined pre-approve spending lists
- reviewed budget tracking tool
- Approved to present action plan to the board

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 9:11 AM.

Respectfully Submitted,
A. Jackson

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Coversheet

Approve April Financials

Section:	VI. Finance Committee
Item:	B. Approve April Financials
Purpose:	Vote
Submitted by:	
Related Material:	Kairos April 2025 Financial Report - YTD Balance Sheet.pdf

Kairos Academies
Balance Sheet
As of April 30, 2025

Reporting Book:	Cash	Accrual
	Current Year Balance	Current Year Balance
Assets		
Current Assets		
Cash and Cash Equivalents		
Cash-First Bank	451,952.66	451,952.66
First Bank Reserve	50,199.35	50,199.35
PayPal	4,328.12	4,328.12
Total Cash and Cash Equivalents	506,480.13	506,480.13
Accounts Receivable	0.00	0.00
Total Current Assets	506,480.13	506,480.13
Long-term Assets		
Property & Equipment		
Land	559,479.83	559,479.83
Buildings/Improvements	1,469,078.53	1,469,078.53
Construction In Progress	597,308.90	597,308.90
Furniture	47,552.18	47,552.18
Tech Equipment	97,709.50	97,709.50
Accumulated Depreciation	(602,433.13)	(602,433.13)
Total Property & Equipment	2,168,695.81	2,168,695.81
Other Long-term Assets		
Escrows and Reserves		
Security Deposits	3,000.00	3,000.00
Total Escrows and Reserves	3,000.00	3,000.00
Total Other Long-term Assets	3,000.00	3,000.00
Total Long-term Assets	2,171,695.81	2,171,695.81
Total Assets	2,678,175.94	2,678,175.94
Liabilities and Equity		
Liabilities		
Short-term Liabilities		
Accounts Payable		340,525.08
Accrued Liabilities		
Health Insurance - United Healthcare	2,443.36	2,443.36
Benefits - Mutual of Omaha	4,033.21	(2,018.83)
Retirement Payable	40,615.02	40,910.11
Flex Spending Payable (FSA)	895.98	895.98
Health Spending Payable (HSA)	3,764.00	3,764.00
Payroll Clearing	(742.10)	(1,037.19)
Total Accrued Liabilities	51,009.47	44,957.43
Total Short-term Liabilities	51,009.47	385,482.51
Long Term Liabilities		
Other Long-term Liabilities		
Loans Payable - Long Term		
Loan - LISC	477,527.90	477,527.90
Loan - LFF	542,000.00	542,000.00
Loan Costs - LISC	(5,000.00)	(5,000.00)
Loan Costs - LFF	(6,000.00)	(6,000.00)
Total Loans Payable - Long Term	1,008,527.90	1,008,527.90
Total Other Long-term Liabilities	1,008,527.90	1,008,527.90
Total Long Term Liabilities	1,008,527.90	1,008,527.90
Total Liabilities	1,059,537.37	1,394,010.41
Equity		
Opening balance equity	1,429,445.42	746,782.88
Change In Net Assets	189,193.15	537,382.65
Total Equity	1,618,638.57	1,284,165.53
Total Liabilities and Equity	2,678,175.94	2,678,175.94

Coversheet

Kairos Action Plan Review

Section:	VI. Finance Committee
Item:	C. Kairos Action Plan Review
Purpose:	Discuss
Submitted by:	
Related Material:	Action_Plan_V5__4.30_(1).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:**

Month	Amount
December	\$20,656.32
January	\$29,053.49
February	\$29,005.25
March	\$24,155.61
April	\$11,555.00 (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>		FY25 Budget Rev. 2/2025	Feb <i>Actual</i> 5	Mar <i>Actual</i> 4	Apr <i>Projected</i> 3	May <i>Projected</i> 2	Jun <i>Projected</i> 1	FY25 Budget <i>Forecast</i>	VARIANCE <i>Forcst - Rev.</i>	YTD, % BUDGET
	<i>Months Remaining</i>									
Enrollment		492.0	492.0	492.0	484.0	484.0	484.0			
ADA	85%	418.2	393.6	393.6	387.2	387.2	387.2			
% ADA		80.0%	80.01%	80%	80%	80%	80%			
WADA		547.8	547.8	547.8	538.3	538.3	538.3			
Revenues										
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%
5899 GRAND TOTAL REVENUES	\$	11,350,212	\$ 891,915	\$ 959,193	\$ 920,354	\$ 1,014,447	\$ 1,107,106	\$ 11,227,484	\$ (122,728)	72%
Expenditures										
								\$ 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%
6899 GRAND TOTAL EXPENDITURES	\$	10,301,643	\$ 915,288	\$ 843,050	\$ 842,751	\$ 722,983	\$ 705,300	\$ 10,314,017	\$ 12,374	78%



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



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

Review Audit RFP

Section:	VI. Finance Committee
Item:	D. Review Audit RFP
Purpose:	Vote
Submitted by:	
Related Material:	CLA Response to Kairos Academies.pdf



May 15, 2025

Proposal to provide professional
audit services to:

Kairos Academies

Prepared by:

Donna Doty, CPA, Signing Director

donna.doty@CLAconnect.com

Direct 314-925-4413

CLAconnect.com

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAglobal.com/disclaimer](https://claglobal.com/disclaimer).

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.





CliftonLarsonAllen LLP
CLAconnect.com

1. Letter of Transmittal

May 15, 2025

Bennie Jackson
Kairos Academies
2315 Miami Street
St. Louis, MO 63118
bennie.jackson@kairosacademies.org

Via email submission

Dear Mr. Jackson:

Thank you for inviting us to propose. Enclosed please find CLA's (CliftonLarsonAllen LLP) proposal to Kairos Academies (LEA).

From our discussion, we understand your desire to obtain an auditor that has experience in auditing of nonprofit charter schools that have single audit and state compliance requirements.

At CLA, we exist to create opportunities for our clients, our people, and our communities. The advice you receive — whether through financial statement services, preparation of tax returns, or advisory services — will be shared with the overarching goals of reducing risk, enhancing value, identifying actionable industry insights, strengthening compliance, and helping you meet your mission well into the future.

By getting to know you well, we'll be in a better position to help you. We start with a conversation, ask questions that matter, and listen. Because we're industry specialized, you'll find innovative advice that is clear and actionable, without having to train our team members on the nuances of your industry. We call it the CLA promise, and it's expressed in the values that drive our behavior: curious, collaborative, transparent, inclusive, and reliable. It's simply how we do business.

We want to serve you and we have the qualifications to deliver quality, timely work. Throughout this proposal, we take you on a journey outlining how we'll work together and the value you can expect.

Understanding of the work to be performed

We have read the Request for Proposal (RFP) and understand the scope of the work to be performed as detailed in the RFP under "Scope of Services". Should CLA be selected to serve this engagement, we will perform these services within the time period specified in the RFP and as finalized in the planning stages of the engagement.

To meet the requirements of the RFP, the audit will be performed in accordance with auditing standards generally accepted in the United States of America, as set forth by the American Institute of Certified Public Accountants; the standards set forth for financial audits in *Government Auditing Standards* issued by the Comptroller General of the United States; the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (*Uniform Guidance*); and any other applicable federal, state, and local laws or regulations.

Ability to complete audits on schedule

While our size and depth of resources allow us to conduct several audits at the same time, we also realize that the timely completion and issuance of the audit is an integral part of the overall service experience. The quality of the work may be exceptional, yet if it takes too long, the value of that service is lost. Conversely, we have seen the audit completed in a very short period at the expense of quality.

Our goal is to begin the audit when the client is ready. We provide advance work letters, “to-do” lists, and whatever we can — up front — so that once the audit starts, it will be done efficiently and effectively. When we leave, we usually provide the audit entries for the client to post so they can run their internal departmental and other reports.

We aim to issue the final audit reports as soon as possible after fieldwork ends according to your timetable. This requires a lot of coordination of activities with our clients, but we have found this to be a good balance in providing quality and timely services.

Our project management methodology results in a client service plan that provides for regular, formal communication with the entire management team and allows us to be responsive to your needs. The schedule allows for input from your personnel to make certain that the services are completed based on your requirements. The plan may also be amended during the year based on input from management and governance.

Verification statement

I, Donna Doty, your engagement signing director, will serve as LEA’s primary contact person for this engagement. As a signing director of CLA, I am authorized to sign, bind, and commit the firm to the obligations contained in this proposal and LEA’s RFP. My contact information is:

Donna Doty, CPA
Signing Director
Office: 314-925-4300
Direct line: 314-925-4413
Fax: 314-925-4350
Email: donna.doty@CLAconnect.com

Please contact me if I can provide additional information on our firm or our proposal.

Sincerely,

CliftonLarsonAllen LLP



Donna Doty, CPA
Signing Director

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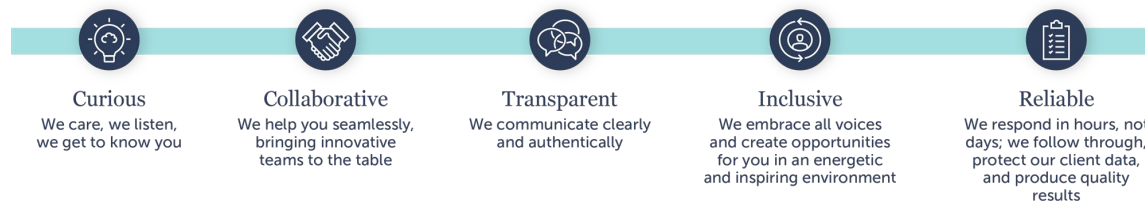


2. Executive Summary

You deserve to work with people whose values match your own. Our values drive our behavior and lead to service delivery that exceeds expectations and provides you with the [CLA client experience](#).

What does that mean? It means you'll work with a team with the resources to support the whole of your organization. You can count on industry specialized professionals who bring ideas and strategies that are relevant and actionable. Quite simply, you'll encounter value beyond the expected.

We put relationships first. Our family culture is at the center of our success, and we invite different beliefs and perspectives to the table, so we can truly know and help our clients, our communities, and each other. Here's what you can experience.



Your time is valuable: We know how to deliver quality, timely work, and we take care of the details so you can focus on what really matters: the important decisions that drive your success.

3. Firm Identification (Attachment 1)

Attachments

Attachment 1: Firm Identification Form

Designate one individual as the Firm's representative to the LEA during the term of the Agreement. The representative will be contacted to solve any problems concerning the Proposal during the evaluation period. The undersigned Firm hereby agrees to be bound by the terms of the RFP and that the enclosed Proposal is submitted accordingly. Once completed and returned, this Proposal becomes the primary basis for evaluating and selecting the Firm to provide the services required by the LEA for the specified period. By signing the Firm Identification Form, the Firm certifies that there are no "PARTIES OF INTEREST" or "CONFLICTS OF INTEREST", as defined by state and/or federal regulations, existing between the Firm and the LEA or any of its employees, agents, or Board of Directors members.

Legal name (Prime contractor) CliftonLarsonAllen LLP Representative's name Donna Doty Title Signing Director

Address 600 Washington Avenue, Suite 1800 City/State/Zip St. Louis, Missouri 63101-1312

Telephone #: 314-925-4413 E-mail Address donna.doty@CLAconnect.com

Years in Operation 13 Years under current structure and/or under previous structure: Larson Allen began in 1953. In 1960, Clifton Gunderson was formed. In 2012, the merger occurred where CLA was formed.

1. Name of Firm's Officers: CLA is wholly owned by its 375+ equity owners, none of whom own more than a 2% interest in the firm.

NAME: _____ TITLE: _____

NAME: _____ TITLE: _____

NAME: _____ TITLE: _____

NAME: _____ TITLE: _____

NAME: _____ TITLE: _____


1. The undersigned hereby acknowledges the receipt of the following addenda:

Addendum Number	Date Issued	Date Acknowledged	Signature
<u>N/A</u>	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____



Attachments

2. The undersigned hereby acknowledges that the Firm has read and agrees to the terms and conditions outlined in the RFP and that the terms and conditions outlined in the Proposal will remain open for at least 90 days from the deadline for submission of Proposals.

Firm Officer's Name: Donna Doty Signature  Date: 5/15/25



4. References and Experience (Attachment 2)

Charter school experience

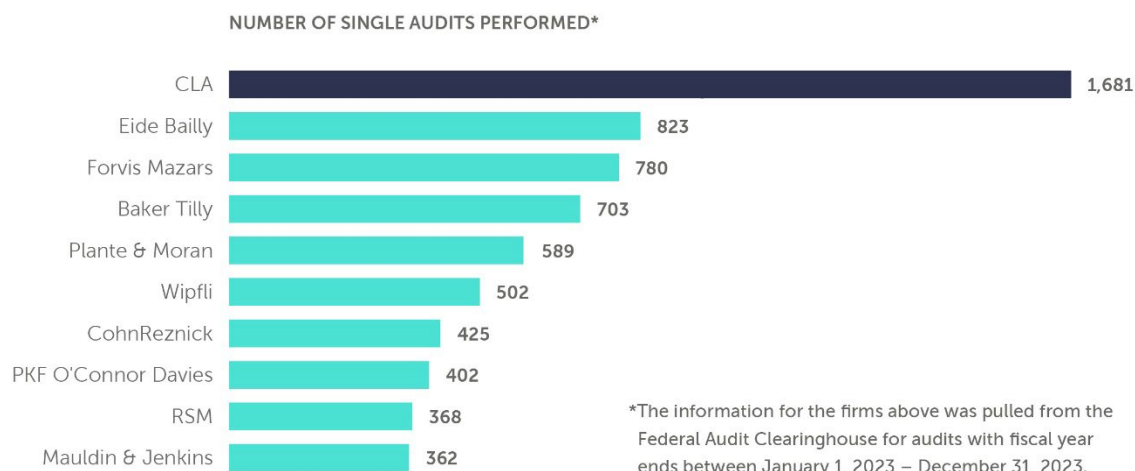
CLA understands that educators and administrators like those in Kairos Academies' value innovation and creative thinking in the pursuit of your goals; so does CLA. Our professionals have been serving and learning from charter schools since the first authorizing laws were passed in 1991. We combine a deep understanding of today's educational environment with more than 50 years of finance and operational experience, bringing a fresh perspective to the challenges you face every day. We have helped clients with:

- Audit, review, and compilation of financial statements
- Tax planning and compliance
- Business operations solutions for accounting and fiscal departments
- Strategic and financial consulting
- Information security
- Internal audits
- Risk assessments
- Employee benefit plan consulting and administration
- Executive searches
- Training and educational seminars
- Budget development and management
- Cloud-based financial system design and implementation

Single audit experience

CLA performs the largest number of single audits in the United States

We audited nearly \$229 billion dollars in federal funds expended in 2023. The chart below illustrates CLA's experience in serving organizations that receive federal funds and demonstrates our firm's dedication to serving the government and nonprofit industry.



It is more important than ever to find qualified auditors who have significant experience with federal grants specific to Kairos Academies and can enhance the quality of Kairos Academies' single audit. Therefore, the single audit will be performed by a team of individuals who are managed by personnel who specialize in single audits



in accordance with OMB's *Uniform Guidance* and who can offer both knowledge and quality for Kairos Academies. As part of our quality control process, the single audit will be reviewed by a firm Designated Single Audit Reviewer.

You'll need an audit firm experienced in performing single audits and a familiarity with the specific programs in which you are involved and will benefit from CLA's experience in this area.



Attachment 2: References and Experience

Attachment 2: References and Experience

Each Firm must submit a minimum of five (5) references. Each reference must be presently using services similar to those requested in this RFP; at least three (3) of the references should be public school LEAs. No reference may be an affiliate of the Firm or the Firm's officers, directors, shareholders, or partners.

List as primary references any current contract for audit services with public school LEAs; include contacts and telephone numbers for each reference. Use additional pages for additional contracts.

1. Firm

Name: Confluence Academies

Business

Address:

Name/Title of Contact: Jeffrey Kuntze - Chief Financial Officer

Phone Number of Contact: 314-436-2313 ext.7010

Contract Length: Serving client for 4 years Contract Value: _____

2. Firm

Name: Lincoln County R-III School District

Business

Address:

Name/Title of Contact: Jeff Levy - Assistant Superintendent-Chief Financial Officer

Phone Number of Contact: 636-462-6098

Contract Length: Serving client over 10 years Contract Value: _____

3. Firm

Name: Elsberry R-II School District

Business

Address:

Name/Title of Contact: Laurell Keeven - Business Manager

Phone Number of Contact: 573-898-5554 ext.239

Contract Length: Serving client over 10 years Contract Value: _____

4. Firm

Name: Special School District of

Business St. Louis County, MO

Address:

Name/Title of Contact: Cindy Reilmann - Chief Financial Officer



Phone Number of Contact: 314-989-8140

Contract Length: Serving client for 4 years Contract Value: _____

5. Firm

Name:

Business New City School

Address:

Name/Title of Contact: Shawn Runge - Director of Finance and Operations

Phone Number of Contact: 314-361-6411

Contract Length: Serving client over 10 years Contract Value: _____



References and Experience (continued)

All Contracts terminated for default within the last five (5) years should be noted below. Termination for default is defined as notice to stop performance due to the Firm's nonperformance or poor performance. Submit full details of all terminations for default experienced. The LEA will evaluate the facts and may at its sole discretion reject the Firm's Proposal if the facts discovered indicate that the completion of a Contract resulting from this RFP may be jeopardized by selection of the Firm. If the Firm has experienced no such termination for default in the past five (5) years so indicate.

Terminated Contracts Within the Last Five (5) Years

It is not CLA's policy to disclose current or former client names without prior permission and to do so could be a violation of client confidentiality.

	#1	#2	#3
Firm Name			
Business Address			
Name of Contact			
Title of Contact			
Telephone Number of Contact			
Contract Length			
Contract Value			

5. Firm Resume and Personnel Commitment (Attachment 3)

Attachment 3: Firm Resume and Personnel Commitment

Part A - Resume

1. Name of Firm: **CLA (CliftonLarsonAllen LLP)**
2. Local Office Location: **St. Louis, Missouri**
3. Year Firm was Established: **2012 - both LarsonAllen and Clifton Gunderson existed many years prior**
4. The Firm's permit to practice number issued by the Missouri State Board of Accountancy: **2011041495**
5. Number of Personnel Employed by the Firm at the Local Office Indicated Above:

	TOTAL	CPAs	OTHER
A. Partner	<u>32</u>	<u>29</u>	<u>3</u>
B. Manager	<u>13</u>	<u>10</u>	<u>3</u>
C. Supervisor	<u> </u>	<u> </u>	<u> </u>
D. Seniors	<u>27</u>	<u>7</u>	<u>20</u>
E. Assistants	<u>37</u>	<u>7</u>	<u>30</u>

6. Type of Audit Services Provided by the Firm: (Provide Approximate Percentage)

School/LEA - 8.2%
 Local Government - 5.1%
 Other Government - 5.6%
 Non Profit- 21.5%
 Other - 59.5%

7. Briefly provide, on a separate sheet of paper, information on the results of any federal or state desk reviews or field reviews of Firm audits during the past three (3) years. In addition, provide information on the circumstances and status of any disciplinary action taken or pending against the Firm during the past three (3) years with state regulatory bodies or professional organizations.
8. Submit a copy of the report on the Firm's most recent external quality control review, with a statement whether that quality control review included a review of specific government engagements.



Part B – Personnel Commitment

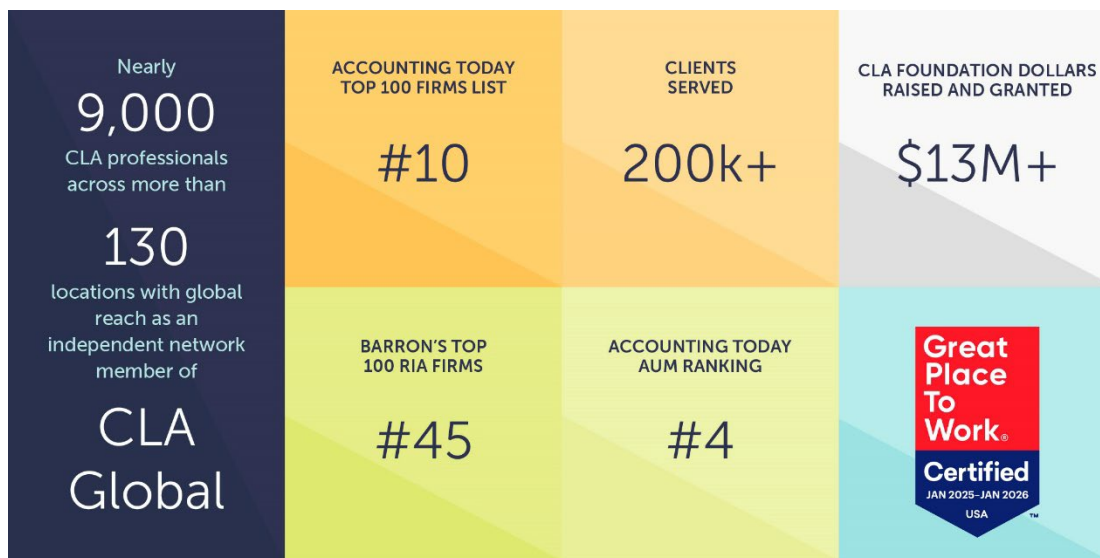
9. Number and level of personnel and percent of time which would be committed to this engagement:

		Certifications CPA, Etc.	Number	Percentage of Proposed Time Dedicated to This Engagement
A.	Partner	<u>See resumes</u>	<u>1</u>	<u>11%</u>
B.	Manager	<u> </u>	<u> </u>	<u>0%</u>
C.	Supervisor	<u> </u>	<u>1</u>	<u>21%</u>
D.	Seniors	<u> </u>	<u>1</u>	<u>28%</u>
E.	Assistants	<u> </u>	<u>2</u>	<u>40%</u>

10. On a separate sheet, provide names of personnel committed to this engagement. The Firm should indicate whether each such person is licensed to practice as a certified public accountant in Missouri. The Firm should also provide information on the governmental auditing experience of each person, including information on relevant continuing professional education for the past three (3) years and membership in professional organizations pertinent to the performance of this audit. Please note that the Manager and Supervisor should be committed to the engagement for the duration, including option years, subject to regular promotion and attrition.

Firm overview

It takes balance.TM With CLA by your side, you will find everything you need in one firm. Professionally or personally, big or small, we can help you discover opportunities and bring balance to get you where you want to go.



As a professional services firm, we exist to create opportunities ... for you, our people, and our communities through industry-focused wealth advisory, digital, audit, tax, consulting, and outsourcing services. We do this when we live the CLA Promise — a promise to know you and help you.

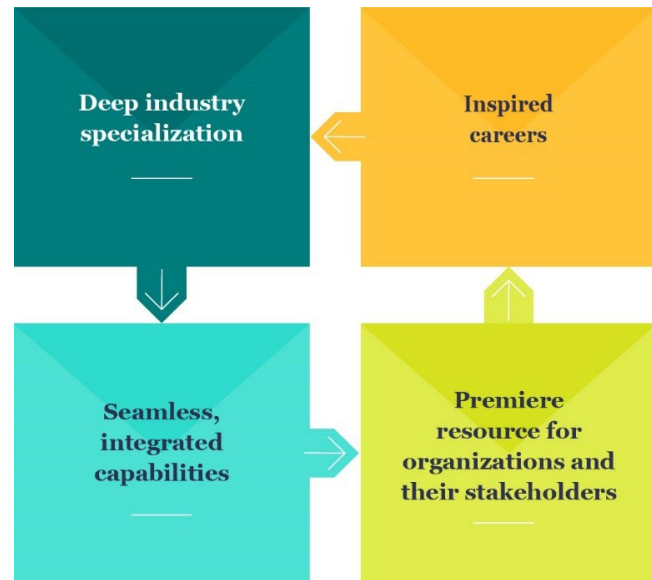


Opportunities for you

You'll find resources you would expect in the largest firms, with the personal touch of people who live and work in your community.

You'll access leaders and professionals in communities across the country, rather than from one central headquarters. We work together to look at your organization holistically, and then help you address challenges by offering support where you need it, from traditional audit and tax to outsourcing and wealth advisory.

As you navigate opportunities and challenges in a competitive and constantly changing environment, we'll embrace change, learn from it, and design processes to make interactions easier, more transparent, and seamless.



Opportunities for our people

At CLA, people find meaningful work in a fun, compelling, and energizing culture. Our people design their own customized careers through our inspired careers strategic advantage. In 2024 our total headcount was relatively the same as in 2023, and we continue to witness a remarkable retention rate of 89%. Inspired by their careers, our family members develop client relationships that bring deeper knowledge and help you shine. We're one family, working together to create opportunities.

What's more, CLA is building a culture of [connection and belonging](#) that welcomes different beliefs and perspectives. We want to represent the communities we serve and foster an environment of inclusion and belonging, resulting in enhanced value for our clients, our communities, and each other.

Inclusive: *We embrace all voices and create opportunities by removing barriers and helping our people build inspired careers.*

Opportunities for our community

CLA's community impact team unifies the work of connection, belonging and the CLA Foundation with a laser focus on advancing education, employment, and entrepreneurship within CLA and throughout our society.

Since 2015, our [CLA Foundation](#) has granted more than \$13 million from nominations made by and funds raised from CLA family members. Each grant recipient's work aligns with the foundation's mission to create career opportunities through education, employment, and entrepreneurship by connecting networks inclusive of all genders and races, veterans, and the disability community.

Read more in CLA's annual [Promise Report](#).



Federal or state desk or field reviews

From time to time, CLA will be subject to federal and state desk reviews by oversight agencies. In addition, our government audits are subject to review by each agency's Office of Inspector General, as well as the U.S. Government Accountability Office. In all cases, we cooperate in providing the information required for the reviews and will timely resolve all findings identified in those reviews.

Professional ethics and regulatory issues or complaints against team members

From time to time, individuals in the firm are parties to an inquiry from a regulatory or ethics body. In all cases the individual, with the firm's backing, shall cooperate in providing the information required to respond appropriately to the inquiry.

The firm and professionals within the firm presently do not have any regulatory or ethics inquiries outside the normal course of our practice.

Quality control procedures and peer review report

In the most recent peer review report, dated November 2022, we received a rating of pass, which is the most positive report a firm can receive. We are proud of this accomplishment and its strong evidence of our commitment to technical excellence and quality service. The full report is provided on the following page.

In addition to an external peer review, we have implemented an intensive internal quality control system to provide reasonable assurance that the firm and our personnel comply with professional standards and applicable legal and regulatory requirements. Our quality control system includes the following:

- A quality control document that dictates the quality control policies of our firm. In many cases, these policies exceed the requirements of standard setters and regulatory bodies. Firm leadership promotes and demonstrates a culture of quality that is pervasive throughout the firm's operations. To monitor our adherence to our policies and procedures, and to foster quality and accuracy in our services, internal inspections are performed annually.
- Quality control standards as prescribed by the AICPA. The engagement principal is involved in the planning, fieldwork, and post-fieldwork review. In addition, an appropriately experienced professional performs a risk-based second review of the engagement prior to issuance of the reports.
- Hiring decisions and professional development programs designed so personnel possess the competence, capabilities, and commitment to ethical principles, including independence, integrity, and objectivity, to perform our services with due professional care.
- An annual internal inspection program to monitor compliance with CLA's quality control policies. Workpapers from a representative sample of engagements are reviewed and improvements to our practices and processes are made, if necessary, based on the results of the internal inspection.
- Strict adherence to the AICPA's rules of professional conduct, which specifically require maintaining the confidentiality of client records and information. Privacy and trust are implicit in the accounting profession, and CLA strives to act in a way that will honor the public trust.
- A requirement that all single audit engagements be reviewed by a designated single audit reviewer, thereby confirming we are in compliance with the standards set forth in the *Uniform Guidance*.





Report on the Firm's System of Quality Control

To the Principals of CliftonLarsonAllen LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP (the "Firm") applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants ("Standards").

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards, may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans; audits performed under FDICIA; and examinations of service organizations (SOC 1® and SOC 2® engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2022, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. CliftonLarsonAllen LLP has received a peer review rating of *pass*.

Cherry Bekaert LLP

Cherry Bekaert LLP
Charlotte, North Carolina
November 18, 2022

cbh.com

Resumes



Donna Doty, CPA

CLA (CliftonLarsonAllen LLP)

Signing Director
St. Louis, Missouri

314-925-4413

donna.doty@CLAconnect.com



Profile

Donna is a signing director for CLA's St. Louis office, specializing in auditing and accounting services. Her focus has emphasized managing audit and assurance engagements, including providing services for religious organizations, nonprofits, foundations, independent and public elementary/secondary schools, and social service organizations. She is a licensed Certified Public Accountant with more than 29 years of experience in public accounting.

Technical experience

- Assurance services for foundations, religious organizations, independent and public elementary/secondary schools, social service organizations, and other nonprofits
- Single audits in accordance with *Uniform Grant Guidance*
- Assisting in the development of accounting policies, procedures, and internal controls

Relevant client experience

- St. Louis Community Foundation
- United Pentecostal Church International and related organizations
- Westminster Christian Academy
- The Little Bit Foundation
- New City School

Education and professional involvement

- Bachelor of science in business administration with a major in accounting, Southeast Missouri State University, Cape Girardeau, Missouri
- American Institute of Certified Public Accountants (AICPA)
- Missouri Society of Certified Public Accountants (MSCPA)

Civic organizations

- Webster Childcare Center, *board member*
- Webster Groves Skatesmen Hockey Club, *treasurer*



Continuing professional education

Donna meets or exceeds his continuing education requirements. She consistently exceeds 80 hours of continuing professional education every two years and 120 hours every three years. Most of her continuing education is directly related to the clients she serves, including federal grant compliance, nonprofit accounting and financial reporting.

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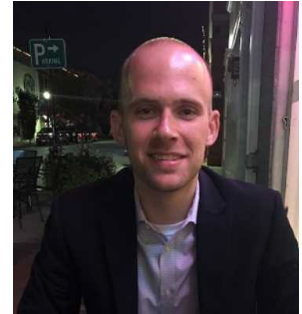
Nick Territo

CLA (CliftonLarsonAllen LLP)

Senior
St. Louis, Missouri

618-310-1674

nicholas.territo@CLAconnect.com



Profile

Nick is a senior in the state and local government group at CLA in the St. Louis office with more than ten years of experience, specializing in providing assurance services for nonprofit and governmental organizations, including compliance audits under *Uniform Grant Guidance*. Nick has extensive public accounting experience serving a variety of clients, including a variety of nonprofit and governmental organizations, as well as several colleges, utilities, universities, and Missouri school districts.

Technical experience

- Audits of colleges and universities
- Audits of utilities
- Audits of Missouri school districts
- Single audits under *Uniform Grant Guidance*

Education and professional involvement

- Bachelor of science in business administration from Southern Illinois University at Edwardsville
- Bachelor of science in accountancy from Southern Illinois University at Edwardsville

Continuing professional education

Nick meets or exceeds his continuing education requirements. He consistently exceeds 80 hours of continuing professional education every two years and 120 hours every three years. Because he works on governmental entities, Nick exceeds his requirements for continuing education required under Government Auditing Standards. Most of his continuing education is directly related to the clients he serves, including federal grant compliance, Governmental Accounting Standards Board updates, financial reporting for government entities and other related educational opportunities.

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6. Proposed Time and Price (Attachment 4)

Attachment 4: Proposed Time and Price

A total all-inclusive maximum price for the 23-24 engagement and a proposed price for each of the subsequent four years must be stated. The total all-inclusive price bid is to contain direct and indirect costs, including all out-of-pocket expenses. The cost of special services described in this RFP should be disclosed as a separate component of the total, all-inclusive maximum price.

A. Proposed Engagement Hours

Staff Level:	2024-25	2025-26	2025-26	2026-27	2027-28
Partner/Owner	25	25	25	25	25
Manager					
Supervisor	50	50	50	50	50
Senior	65	65	65	65	65
Assistant	95	95	95	95	95
Total	235	235	235	235	235

B. Proposed Engagement Price

******Audit fee includes one single audit major program. If additional major programs are required to be tested, fees would increase approximately \$7,000 in 24/25 per additional major program requiring testing and plus 4% each year after.

Staff Level:	2024-25	2025-26	2025-26	2026-27	2027-28
Basic Audit Services					
Drafting of Financial Statements and Note Disclosures					
Total Audit Bid Proposal **	\$39,200	\$40,800	\$42,600	\$44,200	\$45,800
Tax Form 990 Proposal	\$3,500	\$3,600	\$3,700	\$3,800	\$4,000

C. Hourly Rates for Additional Services

Staff Level:	2024-25	2025-26	2025-26	2026-27	2027-28
Partner/Owner	\$400+	\$420+	\$440+	\$460+	\$480+
Manager	190-285	200-295	210-305	220-320	235-340
Supervisor	230-320	240-330	250-340	260-350	275-365

Senior	160-220	170-230	180-240	190-250	205-265
Assistant	140-170	145-175	150-180	160-200	180-220
Total	N/A				

7. Proposed Dates for Engagement (Attachment 5)

Engagement timeline

Count on clear communication and regular updates.

Proposed work plan

Per our discussions we have designed a plan that meets your needs and key deadlines. In our planning meeting, we'll discuss this timeline with you in greater detail and adjust as appropriate.

Before year end	Pre-interim work Review prior year workpapers Request initial planning documents Initial planning meeting
August/September	Audit fieldwork begins
October/November	Draft reports
November/December	Finalize audit and audit closing presentation Data collection form submission
January/February	Completion of Form 990
Ongoing	Planning and update meetings

Easing the transition

We recognize that a move to a new firm presents an opportunity as well as a challenge. Over our 60-year history, we have transitioned many clients and have a collegial and professional relationship with many firms.

Reliable: Look for us to respond in hours, not days. We strive to deliver service that exceeds your expectations.



Coversheet

Review New Building Financial Report

Section:	VI. Finance Committee
Item:	E. Review New Building Financial Report
Purpose:	Discuss
Submitted by:	
Related Material:	Bingham Expenditures.pdf

Bingham 24-25 Expenditures								
Manny's Lawncare Services Inc.	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	1,100.00	
Manny's Lawncare Services Inc.	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	550	
Manny's Lawncare Services Inc.	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	1,100.00	
Duneman Demolition Incorporated	Dept-2	2329	Other Exec Admin	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	11,376.50	
Bush-UIC LLC	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	5,100.00	
Citizen's Investigation LLC	Dept-2	2546	Security	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	20,877.63	
Citizen's Investigation LLC	Dept-2	2546	Security	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	3,116.64	
Citizen's Investigation LLC	Dept-2	2546	Security	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	20,623.20	
TOTAL (Bingham)							63,843.97	

Bingham 25-26 Expenditures							
Lawn Services	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	\$5,000.00
Security	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	\$30,000.00
Other Expenses	Dept-2	2543	Grounds Upkeep	Kairos Academies Administrative	Opportunity Trust - CSP (federal funding)	APJC	\$15,000.00
TOTAL (Bingham)							\$50,000.00

Coversheet

Approval of April Committee Meeting Minutes

Section:	VII. Program Committee
Item:	A. Approval of April Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Programming Committee Meeting on April 29, 2025

APPROVED



Kairos Academies

Minutes

Programming Committee Meeting

Date and Time

Tuesday April 29, 2025 at 5:00 PM

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.

<https://us06web.zoom.us/j/85372783082?jst=2>

Committee Members Present

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

Committee Members Absent

None

Guests Present

N. Patel, Nick Guadiana (remote), P. Garrett (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

M. Vachow called a meeting of the Program Committee of Kairos Academics to order on Tuesday Apr 29, 2025 at 5:00 PM.

C. Approve Minutes

Motion to approve the minutes from Programming Committee Meeting on 03-24-25.
The committee **VOTED** to approve the motion.

II. School Updates

A. Program Updates

- Discussed Current student achievement trends
 - for CSI students: about 1/3 of student met 1.5x growth in math and english
 - Saw strong increases in science from winter to spring
- Discussed student engagement data on the gradient platform
- Discussed teacher development and individual teacher rating on the coaching rubric
- Discussed student and family satisfaction by grade level.
 - overall biggest contributor was a positive mentoring experience for families and students
- Reviewed updates on SPED Compliance
 - 100% of active IEPs are up to date or scheduled
 - All annual IEP meetings on track
- Reviewed inservice training data
 - Staff appreciated adequate planning time and data engagement
 - Wanted to know the plans earlier than released
- Discussed key risks for academics in the future and respective mitigation strategies
- Discussed program changes to support mitigation strategies
- Discussed strong close for EOY
 -

B. MS Transition Plan

- Discussed MS leadership transition and stabilization
 - Goals of greater than 55% growth in math and english, reduction of tier 2 referrals by 20%, 80% staff reported role clarity

C. EOY Testing

- Discussed EOY testing plan
 - Window May 6- May 16
 - Discussed student prep, logistics, compliance, and family comms

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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