



Kairos Academies

Kairos Academies Board Meeting

Date and Time

Thursday January 8, 2026 at 6:00 PM CST

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/6541248775>

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.

	Purpose	Presenter	Time
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 December Board Minutes	Approve Minutes	Aaron Jackson	1 m
IV. Program Committee			6:07 PM
A. NDL Playbook & 504 SOP-	Discuss	Nilesh Patel	5 m
<ul style="list-style-type: none"> • Review the playbook and 504 SOP- we will vote to approve in February • NDL Playbook • 504 SOP 			
V. Finance Committee			6:12 PM
A. Approve November Financials	Vote	Charles Brazeale	15 m
<ul style="list-style-type: none"> • Link to financials 			

	Purpose	Presenter	Time
B. Kairos 2025-2026 Revised Budget	Vote	Khalil Graham/Jack Krewson/Briana Usand-Burton	15 m
C. Finance Update	Vote	Briana Usand-Burton	5 m

- January Finance Updates
- Board Approval for January Incentive Pay

VI. Closing Items

6:47 PM

A. Adjourn Meeting	Vote
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Empowering students to direct their own lives and learning. www.kairosacademies.org 📍 2315 Miami St., St. Louis, MO 63118 📧 hq@kairosacademies.org 📞 314-252-0602

Coversheet

NDL Playbook & 504 SOP-

Section: IV. Program Committee
Item: A. NDL Playbook & 504 SOP-
Purpose: Discuss
Submitted by:
Related Material: NDL (Special Education) — One-Pager Update.pdf



NDL (Special Education) One-Pager Update

Current Status (1–2 key metrics)

- IEP Compliance: On track toward 100% on-time IEP completion with clear ownership and standardized workflows now in place.
- Service Delivery Fidelity: Service minutes tracking and documentation systems are fully defined and operational, with a target of 95%+ fidelity across all campuses.

What Changed Since December

- A comprehensive NDL Playbook has been finalized, consolidating compliance, onboarding, service delivery, progress monitoring, and collaboration protocols into a single source of truth.
- Roles and operating mechanisms (weekly huddles, weekly tactical reviews, monthly audits) have been clarified, reducing ambiguity and dependence on informal systems.
- Para, TA, and NDL teacher onboarding is now standardized with explicit timelines, training modules, and coaching touchpoints, addressing prior variability and risk.
- Progress monitoring and reporting expectations are now calendarized & automated and aligned to grading cycles, improving predictability and audit readiness.

Implications / Support Needed (if any)

- Sustained leadership reinforcement is needed to ensure consistent execution of the playbook at the school level, particularly around service logging and gen-ed collaboration.
- Protected time for NDL staff to complete documentation, progress monitoring, and collaboration is critical to avoid erosion of fidelity.
- Ongoing monitoring and escalation support from senior leadership will be important during the first full year of implementation to quickly address any slippage before it becomes a compliance risk.

Coversheet

Approve November Financials

Section: V. Finance Committee
Item: A. Approve November Financials
Purpose: Vote
Submitted by:
Related Material: Kairos Nov 2025 Financial Report.pdf

Kairos Academies Balance Sheet

Reporting Book: Cash

Year To Date

11/30/2025

Assets

Current Assets

Cash and Cash Equivalents

Cash-First Bank	1,049,259.18
First Bank Reserve	100,857.22
PayPal	<u>4,328.12</u>

Total Cash and Cash Equivalents	<u>1,154,444.52</u>
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Total Current Assets	1,154,444.52
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Long-term Assets

Property & Equipment

Land	559,479.83
Buildings/Improvements	1,536,357.43
Construction In Progress	588,960.90
Furniture	47,552.18
Tech Equipment	97,709.50
Accumulated Depreciation	<u>(902,221.55)</u>

Total Property & Equipment	1,927,838.29
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Other Long-term Assets

Escrows and Reserves

Security Deposits	<u>750.00</u>
Total Escrows and Reserves	750.00
Total Other Long-term Assets	<u>750.00</u>

Total Long-term Assets	<u>1,928,588.29</u>
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Total Assets	<u>3,083,032.81</u>
Liabilities and Equity	
Liabilities	
Short-term Liabilities	
Accounts Payable	
Accrued Liabilities	
Health Insurance - United Healthcare	31,203.07
Benefits - Mutual of Omaha	3,160.29
Retirement Payable	75,585.26
Flex Spending Payable (FSA)	1,102.75
Health Spending Payable (HSA)	88.25
Payroll Clearing	<u>(1,420.99)</u>
Total Accrued Liabilities	<u>109,718.63</u>
Total Short-term Liabilities	109,718.63
Long Term Liabilities	
Other Long-term Liabilities	
Loans Payable - Long Term	
Loan - LISC	500,000.00
Loan - LFF	589,687.00
Loan Costs - LISC	(1,964.29)
Loan Costs - LFF	<u>(2,000.00)</u>
Total Loans Payable - Long Term	1,085,722.71
Total Other Long-term Liabilities	<u>1,085,722.71</u>
Total Long Term Liabilities	<u>1,085,722.71</u>
Total Liabilities	1,195,441.34
Equity	
Opening balance equity	1,818,071.13
Change In Net Assets	<u>69,520.34</u>

Total Equity	<hr/> 1,887,591.47 <hr/>
Total Liabilities and Equity	<hr/> 3,083,032.81 <hr/>

Kairos Academies
Statement of Cash Flows - Indirect Method

<i>Reporting Book: Cash</i>	Year To Date
	<u>11/30/2025</u>
Cash flows from operating activities	
Change In Net Assets	
Operating Revenue Year-to-Date	4,224,715.67
Expenditures Year-to-Date	<u>4,155,195.33</u>
Change In Net Assets	69,520.34
Change in Cash from Operating Activities	
Other Assets	2,250.00
Other Liabilities	<u>112,498.82</u>
Net cash used by Operating Activities	<u>114,748.82</u>
Net Cash flows from Operating activities	<u>184,269.16</u>
Increase (Decrease) in Cash	184,269.16
Cash, Beginning of Period 7/1/2025	<u>970,175.36</u>
Cash, End of Period 11/30/2025	<u><u>1,154,444.52</u></u>

Kairos Academies
Statement of Activities
As of November 30, 2025

Reporting Book: Cash

	Month Ending 11/30/2025	Month Ending 11/30/2025	Year To Date 11/30/2025	% of Budget	Year To Date 11/30/2025	Year Ending 06/30/2026	
	Actual	Budget	Actual	42%	Budget	Annual Budget	
REVENUE							
Local Revenue							
Local Rev - Prop C	65,171.38	54,172.00	326,785.60	50 %	270,860.00	650,061.00	
Gifts/Grants	0.00	1,250.00	13,224.53	88 %	6,250.00	15,000.00	
Other Local Revenue	166.49	4,167.00	19,327.18	39 %	20,835.00	50,000.00	
Total Local Revenue	65,337.87	59,589.00	359,337.31	50 %	297,945.00	715,061.00	6.84%
State Revenue							
Basic Formula	562,353.00	651,194.00	2,883,951.00	37 %	3,255,970.00	7,814,331.00	
Classroom Trust Fund	17,884.71	21,059.00	93,201.60	37 %	105,295.00	252,712.00	
Other State Revenue	2,081.00	0.00	2,793.24	0 %	0.00	0.00	
Total State Revenue	582,318.71	672,253.00	2,979,945.84	37 %	3,361,265.00	8,067,043.00	77.18%
Federal Revenue							
Medicaid	0.00	14,583.00	39,007.56	22 %	72,915.00	175,000.00	
IDEA Part B	14,643.36	13,750.00	75,520.97	46 %	68,750.00	165,000.00	
School Lunch Program	35,677.04	14,976.00	56,647.39	32 %	74,880.00	179,707.00	
School Breakfast Program	16,561.04	4,992.00	26,606.28	44 %	24,960.00	59,903.00	
Title Funds	0.00	60,939.00	310,899.82	43 %	304,695.00	731,264.00	
			508,682.02	39 %		1,310,874.00	
Other Federal Revenue	750.00	29,985.00	376,750.50	105 %	149,925.00	359,812.00	3.44%
Total Federal Revenue	67,631.44	139,225.00	885,432.52	53 %	696,125.00	1,670,686.00	15.98%
Total REVENUE	715,288.02	871,067.00	4,224,715.67	40 %	4,355,335.00	10,452,790.00	
EXPENSE							
Salaries & Benefits							
Salaries							
Salaries-Teacher (cert)	146,768.79	177,946.00	799,751.84	37 %	889,730.00	2,135,354.00	
Salaries-Admin (cert)	15,000.02	15,385.00	76,269.79	41 %	76,925.00	184,615.00	
Extra Duty Pay	2,347.00	0.00	6,612.05	0 %	0.00	0.00	
Salaries-Classified FT	152,027.44	117,932.00	747,434.11	53 %	589,660.00	1,415,176.00	

Kairos Academies
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Reporting Book: Cash

	Month Ending 11/30/2025	Month Ending 11/30/2025	Year To Date 11/30/2025	% of Budget	Year To Date 11/30/2025	Year Ending 06/30/2026	
	Actual	Budget	Actual	42%	Budget	Annual Budget	
Salaries-Teacher Asst.	12,755.44	31,654.00	68,755.46	18 %	158,270.00	379,854.00	
Salaries-NC Sub/PT	0.00	0.00	1,175.00	0 %	0.00	0.00	
Total Salaries	328,898.69	342,917.00	1,699,998.25	41 %	1,714,585.00	4,114,999.00	45.12%
Benefits							
Retirement - Certified	21,856.58	28,021.00	111,089.45	33 %	140,105.00	336,244.00	
Retirement - Non-certified	22,088.18	19,616.00	106,445.84	45 %	98,080.00	235,366.00	
FICA	19,657.55	23,599.00	101,679.15	36 %	117,995.00	283,204.00	
Medicare	4,597.39	5,383.00	23,780.20	37 %	26,915.00	64,603.00	
Insurance Benefits	26,231.81	26,260.00	127,268.55	40 %	131,300.00	315,084.00	
Workers' Comp Insur	5,729.00	0.00	22,130.00	0 %	0.00	0.00	
Unemploy Insurance	0.00	1,250.00	0.00	0 %	6,250.00	15,000.00	
Other Employee Benefits	782.72	0.00	7,284.18	0 %	0.00	0.00	
Total Benefits	100,943.23	104,129.00	499,677.37	40 %	520,645.00	1,249,501.00	
Total Salaries & Benefits	429,841.92	447,046.00	2,199,675.62	41 %	2,235,230.00	5,364,500.00	
Professional Services							
Purch. Instruct. Services	18,062.87	26,875.00	294,693.62	91 %	134,375.00	322,500.00	
Pupil Services	0.00	0.00	14,276.75	0 %	0.00	0.00	
Audit/Legal	21,884.60	5,000.00	70,382.00	117 %	25,000.00	60,000.00	
Profess. Services -Exec Admin	16,934.00	12,544.00	168,736.20	112 %	62,720.00	150,531.00	
Profess. Services -Student	11,370.00	24,207.00	182,114.41	63 %	121,035.00	290,500.00	
Profess. Services -Facility	2,852.10	5,000.00	16,029.12	27 %	25,000.00	60,000.00	
Profess. Services -Other	14,209.24	19,624.00	146,081.01	62 %	98,120.00	235,500.00	
Cleaning Services	9,000.00	9,000.00	44,900.00	42 %	45,000.00	108,000.00	
Repairs/Maintenance	4,300.00	3,388.00	11,391.93	28 %	16,940.00	40,661.00	
Rentals-Land/Bldg	99,082.17	99,767.00	494,020.32	41 %	498,835.00	1,197,197.00	
Rentals-Equip	716.05	0.00	5,964.58	0 %	0.00	0.00	
Water/Sewer/Trash	330.54	0.00	3,123.51	0 %	0.00	0.00	
Tech Services/R&M	6,331.00	2,500.00	49,215.00	164 %	12,500.00	30,000.00	
Other Property Srvs	230.00	2,083.00	386.00	2 %	10,415.00	25,000.00	

Kairos Academies
Statement of Activities
As of November 30, 2025

Reporting Book: Cash

	Month Ending	Month Ending	Year To Date	% of	Year To Date	Year Ending
	11/30/2025	11/30/2025	11/30/2025	Budget	11/30/2025	06/30/2026
	Actual	Budget	Actual	42%	Budget	Annual Budget
Transport/Travel	2,435.70	16,651.00	78,805.71	39 %	83,255.00	199,843.00
Insurance	4,574.95	5,417.00	33,799.83	52 %	27,085.00	65,000.00
Communications/Advert	0.00	8,333.00	26,437.20	26 %	41,665.00	100,000.00
Other Purch. Services	3,440.43	22,332.00	41,716.63	16 %	111,660.00	267,979.00
Total Professional Services	215,753.65	262,721.00	1,682,073.82	53 %	1,313,605.00	3,152,711.00
Supplies						
Supplies - Student	27.00	9,250.00	14,197.23	13 %	46,250.00	111,000.00
Supplies - Exec Admin	194.03	2,000.00	36,161.42	151 %	10,000.00	24,000.00
Supplies - Business Office	0.00	83.00	108.15	11 %	415.00	1,000.00
Supplies - Office of Principal	0.00	0.00	5,410.78	0 %	0.00	0.00
Supplies - Facility	355.98	5,000.00	3,270.79	5 %	25,000.00	60,000.00
Supplies - Other	0.00	0.00	399.31	0 %	0.00	0.00
Tech Supplies - Student	12,080.00	7,868.00	51,699.27	55 %	39,340.00	94,400.00
Tech Supplies - Other	336.95	2,209.00	44,835.95	169 %	11,045.00	26,500.00
Textbooks/Library Bks	0.00	1,637.00	0.00	0 %	8,185.00	19,649.00
Food Supplies	14,562.60	16,666.00	97,732.38	49 %	83,330.00	200,000.00
Total Supplies	27,556.56	44,713.00	253,815.28	47 %	223,565.00	536,549.00
Capital Outlay						
Furn/Equip (capital)	0.00	1,250.00	0.00	0 %	6,250.00	15,000.00
Interest-LT	5,325.00	4,246.00	19,630.61	39 %	21,230.00	50,950.00
Total Capital Outlay	5,325.00	5,496.00	19,630.61	30 %	27,480.00	65,950.00
Total EXPENSE	678,477.13	759,976.00	4,155,195.33	46 %	3,799,880.00	9,119,710.00
NET REVENUE	36,810.89	111,091.00	69,520.34	5 %	555,455.00	1,333,080.00

Kairos Academies
Statement of Activities
As of November 30, 2025

Reporting Book: Cash

Month Ending 11/30/2025	Month Ending 11/30/2025	Year To Date 11/30/2025	% of Budget	Year To Date 11/30/2025	Year Ending 06/30/2026
Actual	Budget	Actual	42%	Budget	Annual Budget

Company name: Kairos Academies
Report name: Bank register
From: 11/1/2025
To: 11/30/2025

Account	Transaction date	Description	Transaction number	Date Cleared	Deposits / Additions	Payments / Reductions	Balance
1STBNK-RES							
	11/1/2025	Beginning balance:					100,765.28
	11/13/2025	Analysis Activity Fee for 10/25		11/28/2025		24.00	100,741.28
	11/28/2025	Interest		11/28/2025	115.94		100,857.22
				Totals:	115.94	24.00	100,857.22
FirstBank-7179							
	11/1/2025	Beginning balance:					944,378.99
	11/3/2025	V000030 - Concordia Publishing House:KairosAcad	81009420000516	11/30/2025		98,032.17	846,346.82
	11/3/2025	V000253 - LISC:KairosAcad	81009420000517	11/30/2025		2,200.00	844,146.82
	11/3/2025	V000411 - Nebula:Office space rent		11/30/2025		1,050.00	843,096.82
	11/3/2025	V000351 - Isolved Benefit Plan:HSA Funding		11/30/2025		218.00	842,878.82
	11/3/2025	V000351 - Isolved Benefit Plan:FSA Isolved Debit Card		11/30/2025		630.31	842,248.51
	11/3/2025	V000266 - Mutual of Omaha:Benefits installment		11/30/2025		6,127.37	836,121.14
	11/4/2025	V000351 - Isolved Benefit Plan:Isolved Inc. Employee Fee		11/30/2025		24.00	836,097.14
	11/5/2025	Bus Field Trip Grant - Federal		11/30/2025	750.00		836,847.14
	11/6/2025	V000172 - The Hartford:Workers Compensation		11/30/2025		5,729.00	831,118.14
	11/6/2025	V000447 - Legal Services Of Eastern MIssouri	1562	11/30/2025		2,000.00	829,118.14
	11/7/2025	V000122 - Paycor, Inc.:Paycor payroll processing fees		11/30/2025		1,111.00	828,007.14
	11/7/2025	V000351 - Isolved Benefit Plan:FSA Isolved Debit Card		11/30/2025		46.80	827,960.34
	11/10/2025	V000121 - Paychex:Fees		11/30/2025		75.00	827,885.34
	11/10/2025	V000437 - Metropolitan St. Louis Sewer District:Paid On Portal		11/30/2025		330.54	827,554.80
	11/11/2025	V000448 - Dragan Law Firm LLC	1561	11/30/2025		8,725.60	818,829.20
	11/11/2025	V000412 - Teachers Pay Teachers	1564	Transit		1,380.00	817,449.20
	11/13/2025	Analysis Activity Fee for 10/25		11/30/2025		14.47	817,434.73
	11/14/2025	Payroll - Tax Remittance	PJE	11/30/2025		44,494.73	772,940.00
	11/14/2025	V000449 - employee manual pay	1563	11/30/2025		850.00	772,090.00
	11/14/2025	Payroll - OnDemand Pay	PJE	11/30/2025		1,106.90	770,983.10
	11/14/2025	Payroll - Direct Deposits	PJE	11/30/2025		108,314.56	662,668.54
	11/18/2025	V000210 - Phillips Advisory LLC:KairosAcad	81009420000519	11/30/2025		1,300.00	661,368.54
	11/18/2025	V000129 - Public School Retirement System:KairosAcad	81009420000518	11/30/2025		39,300.55	622,067.99
	11/18/2025	V000276 - Broadstreet Impact Services, LLC:KairosAcad	81009420000520	11/30/2025		3,125.00	618,942.99
	11/18/2025	V000351 - Isolved Benefit Plan:HSA Funding		11/30/2025		218.00	618,724.99
	11/20/2025	DESE Deposit		11/30/2025	645,409.09		1,264,134.08

Company name: Kairos Academies
Report name: Bank register
From: 11/1/2025
To: 11/30/2025

Account	Transaction date	Description	Transaction number	Date Cleared	Deposits / Additions	Payments / Reductions	Balance
	11/20/2025	Gun Violence Grant - State		11/30/2025	2,081.00		1,266,215.08
	11/21/2025	V000258 - MSHAA	1570	Transit		3,153.93	1,263,061.15
	11/21/2025	V000380 - Flexible Educators	1568	Transit		10,447.00	1,252,614.15
	11/21/2025	V000210 - Phillips Advisory LLC:KairosAcad	81009420000524	11/30/2025		2,883.34	1,249,730.81
	11/21/2025	V000316 - Houston Professional Group:KairosAcad	81009420000525	11/30/2025		9,000.00	1,240,730.81
	11/21/2025	V000116 - NWEA	1571	Transit		3,424.17	1,237,306.64
	11/21/2025	V000165 - SumnerOne:KairosAcad	81009420000522	11/30/2025		964.00	1,236,342.64
	11/21/2025	V000182 - Vector Networks Inc.:KairosAcad	81009420000523	11/30/2025		1,000.00	1,235,342.64
	11/21/2025	V000315 - Gabbit LLC:Paid On Portal on 11/21/25		11/30/2025		336.95	1,235,005.69
	11/21/2025	V000198 - EHPN Technology Partners	1567	Transit		1,354.00	1,233,651.69
	11/21/2025	V000249 - Vestis	1572	Transit		716.05	1,232,935.64
	11/21/2025	V000346 - KVC Behavioral Healthcare MO, Inc	1569	Transit		9,140.00	1,223,795.64
	11/21/2025	V000372 - Data, Security, and Networks:KairosAcad	81009420000526	11/30/2025		4,977.00	1,218,818.64
	11/21/2025	V000445 - Adroit Advanced Technologies Inc.	1565	Transit		2,303.60	1,216,515.04
	11/21/2025	V000376 - Darvis Jones:KairosAcad	81009420000528	11/30/2025		4,300.00	1,212,215.04
	11/21/2025	V000374 - iSolved Inc.:KairosAcad	81009420000527	11/30/2025		286.50	1,211,928.54
	11/21/2025	V000387 - Smart AI Communities:KairosAcad	81009420000529	Transit		4,500.00	1,207,428.54
	11/21/2025	V000439 - Rebel Law:KairosAcad	81009420000530	Transit		4,784.00	1,202,644.54
	11/21/2025	V000450 - Chris Casey	1566	Transit		6,375.00	1,196,269.54
	11/21/2025	DESE Deposit - Food & Nutrition Services		11/30/2025	52,238.08		1,248,507.62
	11/25/2025	V000231 - Selective Insurance:Insurance		11/30/2025		2,720.00	1,245,787.62
	11/25/2025	DESE Deposit - SPED Part B Entitlement		11/30/2025	14,643.36		1,260,430.98
	11/26/2025	V000378 - Envision Learning Hub:KairosAcad	81009420000536	11/30/2025		4,191.70	1,256,239.28
	11/26/2025	V000329 - Edmentum:KairosAcad	81009420000535	11/30/2025		12,080.00	1,244,159.28
	11/26/2025	V000008 - American Dining Creation/KC Commissary:KairosAcad	81009420000531	11/30/2025		14,562.60	1,229,596.68
	11/26/2025	V000096 - LDR ADMServices	Voided - 081009420000521	(Void)		0.00	1,229,596.68
	11/26/2025	V000096 - LDR ADMServices:KairosAcad	81009420000534	11/30/2025		7,053.38	1,222,543.30
	11/26/2025	V000092 - Katie Jones Consulting Group, LLC:KairosAcad	81009420000537	11/30/2025		7,500.00	1,215,043.30
	11/26/2025	V000452 - Silver Star Protection Group:KairosAcad	81009420000533	11/30/2025		2,852.10	1,212,191.20
	11/26/2025	V000444 - Almeta's Porch:KairosAcad	81009420000532	11/30/2025		3,200.00	1,208,991.20
	11/28/2025	V000279 - First Insurance:Insurance pymt for new property		Transit		1,854.95	1,207,136.25
	11/30/2025	Payroll - Tax Remittance	PJE	11/30/2025		44,479.29	1,162,656.96
	11/30/2025	Payroll - Direct Deposits	PJE	11/30/2025		112,291.88	1,050,365.08
	11/30/2025	Payroll - OnDemand Pay	PJE	11/30/2025		1,105.90	1,049,259.18

Company name: Kairos Academies
Report name: Bank register
From: 11/1/2025
To: 11/30/2025

Account	Transaction date	Description	Transaction number	Date Cleared	Deposits / Additions	Payments / Reductions	Balance
Totals:					715,121.53	610,241.34	1,049,259.18

Company name: Kairos Academies

Report name: AP ledger

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Based on: GL posting date As of date: 11/30/2025

Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
V000445 - Adroit Advanced Technologies Inc.	11/1/2025		Balance forward			2,303.60
	11/21/2025	1565			2,303.60	0.00
Total for Adroit Advanced Technologies Inc.					2,303.60	0.00
V000444 - Almeta's Porch	11/1/2025		Balance forward			3,200.00
	11/26/2025	81009420000532	KairosAcad		3,200.00	0.00
Total for Almeta's Porch					3,200.00	0.00
V000007 - Amazon Business	11/3/2025	17HG-46JJ-KVQN		15.52		15.52
	11/4/2025	1YNK-YKRD-3NHH		709.66		725.18
	11/6/2025	1YPM-4QHX-6LXT		131.03		856.21
	11/6/2025	1Q7R-KWHQ-3D3D		968.94		1,825.15
	11/6/2025	1PKD-WW4N-G3T6		215.86		2,041.01
	11/6/2025	1PJT-FDD1-DXFX		46.85		2,087.86
	11/6/2025	1DHJ-WXRL-4NLQ		6.36		2,094.22
Total for Amazon Business				2,094.22		2,094.22
V000008 - American Dining Creation/KC Commissary	11/1/2025		Balance forward			21,856.90
	11/14/2025	902-25		5,822.70		27,679.60
	11/21/2025	903-25		7,571.20		35,250.80
	11/26/2025	81009420000531	KairosAcad		14,562.60	20,688.20
Total for American Dining Creation/KC Commissary				13,393.90	14,562.60	20,688.20
V000012 - AT&T	11/7/2025	7938928015		1,232.99		1,232.99
Total for AT&T				1,232.99		1,232.99
V000446 - BookPal LLC	11/1/2025		Balance forward			995.45
	11/12/2025		Paid Directly On Website		995.45	0.00
Total for BookPal LLC					995.45	0.00
V000276 - Broadstreet Impact Services, LLC	11/12/2025	111225		3,125.00		3,125.00
	11/18/2025	81009420000520	KairosAcad		3,125.00	0.00
Total for Broadstreet Impact Services, LLC				3,125.00	3,125.00	0.00
V000450 - Chris Casey	11/17/2025	1		6,375.00		6,375.00
	11/21/2025	1566			6,375.00	0.00
Total for Chris Casey				6,375.00	6,375.00	0.00
V000030 - Concordia Publishing House	11/1/2025		Balance forward			98,032.17

Company name: Kairos Academies

Report name: AP ledger

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Based on: GL posting date **As of date: 11/30/2025**

Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
	11/1/2025	INVSRO1007311		98,032.17		196,064.34
	11/3/2025	81009420000516	KairosAcad		98,032.17	98,032.17
	11/13/2025	INVSRO1007387		3,929.25		101,961.42
Total for Concordia Publishing House				101,961.42	98,032.17	101,961.42
V000277 - Crisis Prevention Institute, Inc	11/17/2025	NAIN-192316		6,499.00		6,499.00
Total for Crisis Prevention Institute, Inc				6,499.00		6,499.00
V000376 - Darvis Jones	11/2/2025	7		2,700.00		2,700.00
	11/2/2025	6		1,600.00		4,300.00
	11/21/2025	81009420000528	KairosAcad		4,300.00	0.00
Total for Darvis Jones				4,300.00	4,300.00	0.00
V000372 - Data, Security, and Networks	11/1/2025	5799		4,977.00		4,977.00
	11/21/2025	81009420000526	KairosAcad		4,977.00	0.00
Total for Data, Security, and Networks				4,977.00	4,977.00	0.00
V000448 - Dragan Law Firm LLC	11/6/2025	1		8,725.60		8,725.60
	11/11/2025	1561			8,725.60	0.00
Total for Dragan Law Firm LLC				8,725.60	8,725.60	0.00
V000329 - Edmentum	11/1/2025		Balance forward			12,080.00
	11/26/2025	81009420000535	KairosAcad		12,080.00	0.00
Total for Edmentum					12,080.00	0.00
V000198 - EHPN Technology Partners	11/1/2025	1350		1,354.00		1,354.00
	11/21/2025	1567			1,354.00	0.00
Total for EHPN Technology Partners				1,354.00	1,354.00	0.00
V000378 - Envision Learning Hub	11/1/2025		Balance forward			4,191.70
	11/2/2025	1181		2,046.41		6,238.11
	11/2/2025	1182		2,465.00		8,703.11
	11/7/2025	1192		1,563.40		10,266.51
	11/26/2025	81009420000536	KairosAcad		4,191.70	6,074.81
Total for Envision Learning Hub				6,074.81	4,191.70	6,074.81
V000230 - Expensify	11/1/2025		Balance forward			13.79
Total for Expensify						13.79

Company name: Kairos Academies

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Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
V000279 - First Insurance	11/28/2025	111025	Insurance pymt for new property	1,854.95		1,854.95
	11/28/2025		Insurance pymt for new property		1,854.95	0.00
Total for First Insurance				1,854.95	1,854.95	0.00
V000380 - Flexible Educators	11/1/2025		Balance forward			10,447.00
	11/2/2025	278739		9,447.25		19,894.25
	11/21/2025	1568			10,447.00	9,447.25
Total for Flexible Educators				9,447.25	10,447.00	9,447.25
V000315 - Gabbit LLC	11/15/2025	3237989		336.95		336.95
	11/21/2025		Paid On Portal on 11/21/25		336.95	0.00
Total for Gabbit LLC				336.95	336.95	0.00
V000316 - Houston Professional Group	11/1/2025		Balance forward			9,000.00
	11/1/2025	17		9,000.00		18,000.00
	11/21/2025	81009420000525	KairosAcad		9,000.00	9,000.00
Total for Houston Professional Group				9,000.00	9,000.00	9,000.00
V000076 - IFM Community Medicine	11/1/2025		Balance forward			5,000.00
Total for IFM Community Medicine						5,000.00
V000351 - Isolved Benefit Plan	11/3/2025	110325H	HSA Funding	218.00		218.00
	11/3/2025		HSA Funding		218.00	0.00
	11/3/2025	110325DC	FSA Isolved Debit Card	630.31		630.31
	11/3/2025		FSA Isolved Debit Card		630.31	0.00
	11/4/2025	110425	Isolved Inc. Employee Fee	24.00		24.00
	11/4/2025		Isolved Inc. Employee Fee		24.00	0.00
	11/7/2025	110725DC	FSA Isolved Debit Card	46.80		46.80
	11/7/2025		FSA Isolved Debit Card		46.80	0.00
	11/18/2025	111825H	HSA Funding	218.00		218.00
	11/18/2025		HSA Funding		218.00	0.00
Total for Isolved Benefit Plan				1,137.11	1,137.11	0.00
V000374 - iSolved Inc.	11/1/2025		Balance forward			286.50
	11/21/2025	81009420000527	KairosAcad		286.50	0.00
Total for iSolved Inc.					286.50	0.00
V000449 - Kathy Franjic	11/14/2025	1		850.00		850.00
	11/14/2025	1563			850.00	0.00

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Total for Kathy Franjic				850.00	850.00	0.00
V000092 - Katie Jones Consulting Group, LLC	11/4/2025	6		3,750.00		3,750.00
	11/4/2025	7		3,750.00		7,500.00
	11/26/2025	81009420000537	KairosAcad		7,500.00	0.00
Total for Katie Jones Consulting Group, LLC				7,500.00	7,500.00	0.00
V000346 - KVC Behavioral Healthcare MO, Inc	11/1/2025		Balance forward			9,140.00
	11/12/2025	KAR.1025.31883		4,410.00		13,550.00
	11/21/2025	1569			9,140.00	4,410.00
Total for KVC Behavioral Healthcare MO, Inc				4,410.00	9,140.00	4,410.00
V000096 - LDR ADMServices	11/1/2025		Balance forward			7,053.38
	11/4/2025	1583		6,785.63		13,839.01
	11/26/2025	81009420000534	KairosAcad		7,053.38	6,785.63
Total for LDR ADMServices				6,785.63	7,053.38	6,785.63
V000447 - Legal Services Of Eastern Missouri	11/5/2025	1		2,000.00		2,000.00
	11/6/2025	1562			2,000.00	0.00
Total for Legal Services Of Eastern Missouri				2,000.00	2,000.00	0.00
V000253 - LISC	11/1/2025		Balance forward			2,200.00
	11/3/2025	81009420000517	KairosAcad		2,200.00	0.00
	11/26/2025	120125		2,200.00		2,200.00
Total for LISC				2,200.00	2,200.00	2,200.00
V000100 - Logos School	11/30/2025	19680		17,807.50		17,807.50
Total for Logos School				17,807.50		17,807.50
V000301 - Manny's Lawncare Services Inc.	11/22/2025	1014		550.00		550.00
Total for Manny's Lawncare Services Inc.				550.00		550.00
V000437 - Metropolitan St. Louis Sewer District	11/1/2025		Balance forward			330.54
	11/10/2025		Paid On Portal		330.54	0.00
Total for Metropolitan St. Louis Sewer District					330.54	0.00
V000107 - Mission St. Louis	11/3/2025	Q1-20250524		1,927.00		1,927.00
Total for Mission St. Louis				1,927.00		1,927.00
V000258 - MSHAA	11/1/2025		Balance forward			3,143.93

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Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
	11/3/2025	26-001360		10.00		3,153.93
	11/21/2025	1570			3,153.93	0.00
Total for MSHAA				10.00	3,153.93	0.00
V000266 - Mutual of Omaha	11/3/2025	001973403488b	Benefits installment	6,127.37		6,127.37
	11/3/2025		Benefits installment		6,127.37	0.00
	11/14/2025	1987660673		5,760.32		5,760.32
Total for Mutual of Omaha				11,887.69	6,127.37	5,760.32
V000411 - Nebula	11/3/2025	110325	Office space rent	1,050.00		1,050.00
	11/3/2025		Office space rent		1,050.00	0.00
Total for Nebula				1,050.00	1,050.00	0.00
V000435 - Noor Compass Consulting LLC	11/13/2025	1016		6,000.00		6,000.00
Total for Noor Compass Consulting LLC				6,000.00		6,000.00
V000116 - NWEA	11/1/2025	#848921		3,424.17		3,424.17
	11/21/2025	1571			3,424.17	0.00
Total for NWEA				3,424.17	3,424.17	0.00
V000121 - Paychex	11/10/2025	111025	Fees	75.00		75.00
	11/10/2025		Fees		75.00	0.00
Total for Paychex				75.00	75.00	0.00
V000122 - Paycor, Inc.	11/7/2025	110725	Paycor payroll processing fees	1,111.00		1,111.00
	11/7/2025		Paycor payroll processing fees		1,111.00	0.00
Total for Paycor, Inc.				1,111.00	1,111.00	0.00
V000210 - Phillips Advisory LLC	11/1/2025		Balance forward			1,300.00
	11/11/2025	KA-0024		2,883.34		4,183.34
	11/18/2025	81009420000519	KairosAcad		1,300.00	2,883.34
	11/21/2025	81009420000524	KairosAcad		2,883.34	0.00
Total for Phillips Advisory LLC				2,883.34	4,183.34	0.00
V000126 - PowerSchool	11/1/2025		Balance forward			2,650.00
Total for PowerSchool						2,650.00
V000129 - Public School Retirement System	11/4/2025	103125	Retirement - 10/31/25 Payroll	39,300.55		39,300.55
	11/18/2025	81009420000518	KairosAcad		39,300.55	0.00

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Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
Total for Public School Retirement System				39,300.55	39,300.55	0.00
November invoices not posted for payment						
V000410 - Ramp	11/1/2025		Balance forward			1,759.70
	11/2/2025		khilil graham - Meeting to review board week documents	80.00		1,839.70
	11/4/2025		Jonathan Tyrrell - Rental Car	304.98		2,144.68
	11/4/2025		Nick Guadiana - Paper and pencil restock	68.60		2,213.28
	11/4/2025		Jonathan Tyrrell - Lunch during PD trip discussion.	24.25		2,237.53
	11/4/2025		Jonathan Tyrrell - LinkedIn subscription for professional service	39.99		2,277.52
	11/4/2025		Jonathan Tyrrell - Supplies for school leadership expenses.	11.03		2,288.55
	11/4/2025		Jonathan Tyrrell - Uber ride for school leadership activities.	36.82		2,325.37
	11/4/2025		Jonathan Tyrrell - Breakfast for school leadership expenses.	18.05		2,343.42
	11/5/2025		Jonathan Tyrrell - Flight booking for school leadership expenses.	232.00		2,575.42
	11/5/2025		Jonathan Tyrrell - Hotel stay for school leadership expenses.	159.50		2,734.92
	11/5/2025		Jonathan Tyrrell - Lunch for School Leadership Expenses	48.21		2,783.13
	11/5/2025		Nick Guadiana - MS sports equipment (basketball team)	282.48		3,065.61
	11/5/2025		Jonathan Tyrrell - bottle of water at a vending machine while at	2.50		3,068.11
	11/5/2025		Jonathan Tyrrell - Hotel stay for school leadership expenses.	123.05		3,191.16
	11/5/2025		Jonathan Tyrrell - Dinner during professional development trip.	35.73		3,226.89
	11/6/2025		Jonathan Tyrrell - Hotel stay for school leadership expenses.	163.42		3,390.31
	11/6/2025		Jonathan Tyrrell - ChatGPT Plus subscription for school leadershi	20.00		3,410.31
	11/6/2025		Jonathan Tyrrell - Breakfast PD activities	8.98		3,419.29
	11/6/2025		Jonathan Tyrrell - Breakfast during PD trip	20.29		3,439.58
	11/6/2025		Jonathan Tyrrell - Lunch for school leadership expenses.	10.27		3,449.85
	11/6/2025		khilil graham - Monthly tech fee for Zoom service	33.98		3,483.83
	11/7/2025		Jonathan Tyrrell - Lunch during professional development trip.	25.00		3,508.83
	11/7/2025		khilil graham - Staffing incentive for APR Achievement	150.00		3,658.83
	11/7/2025		Jonathan Tyrrell - Breakfast during PD trip discussion.	14.32		3,673.15
	11/7/2025		khilil graham - Staffing incentive for APR Achievement	200.00		3,873.15
	11/7/2025		Jonathan Tyrrell - Dinner for professional development trip	58.67		3,931.82
	11/8/2025		Jonathan Tyrrell - Uber ride for school leadership activities.	65.91		3,997.73

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	11/8/2025		Jonathan Tyrrell - Lunch for school leadership expenses.	52.60		4,050.33
	11/8/2025		khalil graham - Supplies for network office for ceo listening tou	205.88		4,256.21
	11/8/2025		khalil graham - Meeting to review closeout of board week requirem	65.00		4,321.21
	11/8/2025		Jonathan Tyrrell - Gas purchase for school leadership travel.	32.14		4,353.35
	11/8/2025		Jonathan Tyrrell - Recurring virtual assistant service for school	20.00		4,373.35
	11/8/2025		khalil graham - Staff appreciation incentive	63.92		4,437.27
	11/8/2025		khalil graham - meeting with leadership team for project planning	46.33		4,483.60
	11/9/2025		khalil graham - cancellation fee	6.52		4,490.12
	11/9/2025		Briana Usand-Burton - Student Recruitment	900.00		5,390.12
	11/10/2025		Briana Usand-Burton - Student Recruitment	88.22		5,478.34
	11/10/2025		khalil graham - Student council meeting	142.41		5,620.75
	11/11/2025		Nick Guadiana - Water for MS	12.89		5,633.64
	11/11/2025		Jonathan Tyrrell - Anthropic Subscription	81.52		5,715.16
	11/11/2025		khalil graham - Meeting for potential new teacher update	7.90		5,723.06
	11/11/2025		Briana Usand-Burton - General expenses for Mailchimp subscription	114.75		5,837.81
	11/12/2025		Paid Directly On Website	995.45		6,833.26
	11/12/2025		Briana Usand-Burton - Book Purchases For High School	995.45		7,828.71
	11/12/2025		khalil graham - STL ED Meeting for November	24.85		7,853.56
	11/12/2025		khalil graham - travel to DCSC Conference 2026	360.36		8,213.92
	11/12/2025		khalil graham - Student growth incentive for teacher	23.06		8,236.98
	11/12/2025		khalil graham - Student growth incentive for teacher	26.28		8,263.26
	11/13/2025		khalil graham - Office supplies for team projects	117.16		8,380.42
	11/13/2025		khalil graham - Staff incentive for SLT breakfast	45.32		8,425.74
	11/13/2025		khalil graham - Mid Year Meeting with HS Principal to review lead	158.58		8,584.32
	11/13/2025		khalil graham - Team meeting supplies	45.64		8,629.96
	11/14/2025		khalil graham - CEO listening tour meeting	54.04		8,684.00
	11/14/2025		khalil graham - Scheduled travel for leadership meeting.	13.70		8,697.70
	11/14/2025		khalil graham - Stl leadership meeting	16.38		8,714.08
	11/14/2025		khalil graham - Meeting with Board chair for yearly progress	123.40		8,837.48
	11/15/2025		Adaure Nduka - HS Expenses for Edpuzzle Pro Teacher subscription.	15.00		8,852.48
	11/17/2025		Briana Usand-Burton - General expenses for Mailchimp subscription	13.60		8,866.08
	11/17/2025		Adaure Nduka - HS Expenses for instructional supplies.	45.00		8,911.08

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	11/17/2025		Briana Usand-Burton - Food For CEO Tours Event	127.25		9,038.33
	11/17/2025		Adaure Nduka - Transportation services for HS field trip	622.15		9,660.48
	11/18/2025		khalil graham - Monthly news subscription renewal	19.96		9,680.44
	11/18/2025		khalil graham - community meeting to review strategic plan	85.57		9,766.01
	11/18/2025		khalil graham - Staff appreciation for 504 meeting	51.15		9,817.16
	11/18/2025		khalil graham - Staff appreciation for 504 meeting	21.38		9,838.54
	11/19/2025		khalil graham - new to Kairos meeting for board advisor	52.62		9,891.16
	11/19/2025		khalil graham - New to Kairos meeting with board advisor	93.29		9,984.45
	11/19/2025		khalil graham - CEO listening tour supplies	15.02		9,999.47
	11/19/2025		khalil graham - Scheduled travel for team event.	18.71		10,018.18
	11/19/2025		Briana Usand-Burton - Student Recruitment	900.00		10,918.18
	11/19/2025		khalil graham - CEO listening tour supplies	78.60		10,996.78
	11/20/2025		khalil graham - STL leader meeting with Leadership School	112.24		11,109.02
	11/20/2025		khalil graham - parking for leader meeting	20.00		11,129.02
	11/21/2025		Nick Guadiana - Advisory Competition Prize	43.30		11,172.32
	11/21/2025		Nick Guadiana - Top 20 Cycle Incentive Supplies	33.17		11,205.49
	11/21/2025		Jonathan Tyrrell - Adobe subscription for school leadership expen	21.64		11,227.13
	11/21/2025		khalil graham - 360 survey platform for leadership	934.15		12,161.28
	11/22/2025		khalil graham - supplies for staff holiday party	350.00		12,511.28
	11/22/2025		khalil graham - supplies for staff holiday party	250.00		12,761.28
	11/23/2025		khalil graham - Supplies for network office	98.17		12,859.45
	11/24/2025		khalil graham - Board supplies for dec 4 meeting	201.55		13,061.00
	11/24/2025		khalil graham - MS leadership mid year review	185.00		13,246.00
	11/25/2025		khalil graham - Supplies for mid year retreat	125.00		13,371.00
	11/25/2025		khalil graham - monthly subscription fee	150.00		13,521.00
	11/25/2025		khalil graham - travel expense for mid year retreat	38.72		13,559.72
	11/25/2025		Briana Usand-Burton - Adobe Subscription	29.99		13,589.71
	11/27/2025		khalil graham - Eastside charter school connection	143.07		13,732.78
	11/27/2025		khalil graham - Monthly membership fee	9.99		13,742.77
	11/28/2025		Briana Usand-Burton - Student Recruitment	900.00		14,642.77
	11/28/2025		Briana Usand-Burton - Video interview platform for staff recruitm	807.25		15,450.02
Total for Ramp				13,690.32		15,450.02
V000439 - Rebel Law	11/1/2025		Balance forward			4,784.00
	11/21/2025	81009420000530	KairosAcad		4,784.00	0.00
Total for Rebel Law					4,784.00	0.00

Company name: Kairos Academies

Report name: AP ledger

Outstanding invoices must be entered AND posted in the accounts payable system to be included in this report.

Based on: GL posting date **As of date: 11/30/2025**

Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
V000231 - Selective Insurance	11/25/2025	112525	Insurance	2,720.00		2,720.00
	11/25/2025		Insurance		2,720.00	0.00
Total for Selective Insurance				2,720.00	2,720.00	0.00
V000452 - Silver Star Protection Group	11/12/2025	10168		2,852.10		2,852.10
	11/26/2025	81009420000533	KairosAcad		2,852.10	0.00
Total for Silver Star Protection Group				2,852.10	2,852.10	0.00
V000387 - Smart AI Communities	11/1/2025		Balance forward			4,500.00
	11/21/2025	81009420000529	KairosAcad		4,500.00	0.00
Total for Smart AI Communities					4,500.00	0.00
V000158 - Spectrum Enterprise	11/1/2025	156520101110125		770.00		770.00
Total for Spectrum Enterprise				770.00		770.00
V000361 - St. Louis Taxi Dispatching	11/14/2025	6516-042		11,422.88		11,422.88
	11/14/2025	6516-044		13,615.12		25,038.00
	11/20/2025	6516-045		8,060.03		33,098.03
Total for St. Louis Taxi Dispatching				33,098.03		33,098.03
V000163 - Staples	11/8/2025	6047578359		679.24		679.24
	11/11/2025	6044973530		429.90		1,109.14
Total for Staples				1,109.14		1,109.14
V000165 - SumnerOne	11/1/2025		Balance forward			964.00
	11/4/2025	4437119		3,755.62		4,719.62
	11/11/2025	4445243		170.00		4,889.62
	11/21/2025	81009420000522	KairosAcad		964.00	3,925.62
Total for SumnerOne				3,925.62	964.00	3,925.62
V000412 - Teachers Pay Teachers	11/1/2025		Balance forward			1,380.00
	11/11/2025	1564			1,380.00	0.00
Total for Teachers Pay Teachers					1,380.00	0.00
V000172 - The Hartford	11/6/2025	110625	Workers Compensation	5,729.00		5,729.00
	11/6/2025		Workers Compensation		5,729.00	0.00
Total for The Hartford				5,729.00	5,729.00	0.00

Company name: Kairos Academies

Report name: AP ledger

Outstanding invoices must be entered AND posted in the accounts payable system to be included in this report.

Based on: GL posting date **As of date: 11/30/2025**

Vendor	Date	Document	Memo	November charges entered & posted	November Payments	Balance
V000179 - United Healthcare	11/1/2025		Balance forward			34,650.83
Total for United Healthcare						34,650.83
V000182 - Vector Networks Inc.	11/1/2025		Balance forward			1,000.00
	11/21/2025	81009420000523	KairosAcad		1,000.00	0.00
Total for Vector Networks Inc.					1,000.00	0.00
V000249 - Vestis	11/1/2025		Balance forward			716.05
	11/14/2025	6170494024		170.30		886.35
	11/21/2025	1572			716.05	170.30
	11/21/2025	6170496580		170.30		340.60
	11/28/2025	6170499584		127.13		467.73
Total for Vestis				467.73	716.05	467.73
			Totals	356,023.02	299,429.06	299,573.50

Coversheet

Kairos 2025-2026 Revised Budget

Section: V. Finance Committee
Item: B. Kairos 2025-2026 Revised Budget
Purpose: Vote
Submitted by:
Related Material: January 2026 Proposed Budget and Explainer (1).pdf



Purpose & High-Level Context

Since the budget was approved last June, a number of changes have occurred — both in our revenue assumptions (as actual state funding has been received) and in our cost visibility (as we reached full scale and conducted a detailed, itemized budgeting exercise). The January proposed budget reflects:

- **Updated state revenue assumptions** based on more accurate ADA/WADA and DESE funding guidance.
- More complete expense visibility based on a **manager-level, itemized expense build** across thousands of prior-year transactions, current-year contracts, and expected expenditures.
- **A clearer picture of our true operating run rate at full scale** (grades 5–12), along with the incorporation of one-time paydown of prior-year accounts payable that was not fully reflected in the June category-level budget.

This document outlines the key variances between the June Approved Budget and the January Proposed Budget.

Summary of Financial Changes

Revenue

Total Revenue decreased by \$723,628

- June Approved: **\$10,452,790**
- January Proposed: **\$9,729,162**

This is driven primarily by a reduction in Basic Formula (State) revenue, partially offset by increases in CSP, Prop C, Stronger Connections, and philanthropic support.

- **Lower state Basic Formula revenue due to summer school ADA decline (~ \$474K impact):** Prior-year summer school ADA declined sharply, and summer school ADA from the prior year counts toward the current year's state formula funding, reducing Basic Formula revenue versus June assumptions.
- **Lower state Basic Formula revenue due to DESE true-up impact and lower go-forward per-WADA rate (~ \$437K+ impact):** DESE's updated prior-year correction (PYC) includes ~\$130K attributable to the new SLPS-related adjustment (separate from the expected attendance/WADA true-up). In addition, DESE's go-forward per-WADA amount is now ~\$14,850 vs. our assumed \$15,455.59 (based on DESE guidance communicated in July/August), reducing current-year funding by approximately \$307K on ~504 WADA. Together, these DESE-driven changes represent approximately \$437,000 in impact before accounting for other components of the formula adjustment.
- **Other revenue lines were modestly lower due to updated enrollment-based assumptions (small net decrease):** Medicaid, Title II, meals, and other federal/program revenues were slightly lower due to a slightly smaller student population than assumed in June, while increases in CSP, Prop C, Stronger Connections, and Gifts/Foundation partially offset the net decline.

Expenditures

Total Expenditures increased by \$446,081

- June Approved: **\$9,119,710**
- January Proposed: **\$9,565,791**

This provides a more accurate and comprehensive view of costs at full scale, including a meaningful one-time component related to paying down prior-year liabilities.

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

- **Greater accuracy at full scale:** This budget reflects a detailed, itemized view of true run-rate costs now that Kairos is fully scaled (grades 5–12), based on thousands of transactions, current contracts, and budget manager-level forecasting.
- **One-time prior-year AP paydown:** A meaningful portion of this year’s spending reflects payment of prior-year accounts payable that rolled into FY25 following the letter of concern and the AP management approach implemented last year.
- **Contracted services to maintain coverage:** Some spending increased as we used substitutes and contracted supports to cover vacancies and operate effectively with a leaner staffing model.
- **Re-categorization based on itemized budgets:** As we developed itemized budgets this year, we reclassified certain costs previously grouped under **Office & Business Expense** into **Staff-Related Costs** to better reflect their true nature as staff-supporting expenditures (e.g., staffing support, recruiting, and related staff-facing operating costs). This re-categorization increases Staff-Related Costs relative to June and improves transparency in how we present staff support spending.

Net Surplus

Net Surplus decreased by \$1,169,708

- June Approved: **\$1,333,079**
- January Proposed: **\$163,371**

Conservatism & contingency: The January proposed budget is intentionally conservative and includes a \$100,000 contingency, while still maintaining a projected **~42 days cash on hand** at year-end — above the Board’s target of 40 days, as reaffirmed at the most recent retreat.

Key outstanding risk: The primary outstanding item that could impact this budget is the timing of predevelopment loan principal repayment, which is currently being negotiated with LISC and Level Field (see “Risks & Outstanding Information” below).



January 2026 Proposed Budget

REVENUES	Approved (Jun)	Jan Proposed	\$ Variance	% Variance
5192 - Gifts / Foundation (Local)	\$15,000	\$55,000	\$40,000	2.667
5113 - Prop C (Local)	\$650,061	\$752,936	\$102,875	0.158
5311 - Basic Formula (State)	\$7,814,331	\$6,417,089	-\$1,397,242	-17.90%
5319 - Classroom Trust (State)	\$252,712	\$245,689	-\$7,023	-2.80%
5412 - Medicaid (Federal)	\$175,000	\$156,000	-\$19,000	-10.90%
5441 - IDEA (Federal)	\$165,000	\$161,141	-\$3,859	-2.30%
5445 - Lunch and Breakfast (Federal)	\$239,610	\$211,680	-\$27,930	-11.70%
5451 - Title I (Federal)	\$655,487	\$665,473	\$9,986	0.015
5461 - Title IV (Federal)	\$46,777	\$46,264	-\$513	-1.10%
5465 - Title II (Federal)	\$29,000	\$24,733	-\$4,267	-14.70%
5497 - CSP (Federal)	\$219,812	\$618,380	\$398,568	1.813
5497 - IAL (Federal)	\$140,000	\$146,777	\$6,777	0.048
xxxx - Stronger Connections (Federal)	\$208,000	\$232,500	\$24,500	0.118
xxxx - Other Revenue	\$50,000	\$20,000	-\$30,000	-60.00%
5899 - GRAND TOTAL REVENUES	\$10,452,790	\$9,729,162	-\$723,628	-6.90%

EXPENDITURES	Approved	Jan Proposed	\$ Variance	% Variance
0000-6100 Salaries Total	\$4,115,000	\$4,193,875	\$78,875	0.019
0000-6200 Benefits and Taxes Total	\$1,234,500	\$1,330,597	\$96,097	0.078
0000-6XXX-1 Staff-Related Costs Total	\$122,143	\$254,800	\$132,657	1.086
0000-6XXX-2 Rent Total	\$1,192,197	\$1,176,386	-\$15,811	-1.30%
0000-6XXX-3 Occupancy Service Total	\$333,661	\$187,111	-\$146,550	-43.90%
0000-6XXX-3 Occupancy Service - Bingham	\$50,000	\$50,000	\$0	0
5222-6624 Interest Long-Term Loans	\$50,950	\$52,500	\$1,550	0.03
0000-6XXX-4 Student Expense, Direct Total	\$941,000	\$1,052,189	\$111,189	0.118
0000-6XXX-5 Student Expense, Indirect Total	\$244,500	\$216,000	-\$28,500	-11.70%
0000-6XXX-6 Office and Business Expense Total	\$581,231	\$802,333	\$221,102	0.38
0000-6XXX-7 Transportation Total	\$150,000	\$150,000	\$0	0
XXXX-Contingency	\$104,528	\$100,000	-\$4,528	-4.30%
6899 - GRAND TOTAL EXPENDITURES	\$9,119,710	\$9,565,791	\$446,081	0.049



Cash / Balance Item	Approved (Jun)	Jan Proposed
Starting Cash Balance	\$1,148,531	\$970,175
Bingham Pre-Development Loan Payoff	\$(600,000)	—
Ending Cash Balance	\$1,881,610	\$1,133,546

Key Metric	Approved (Jun)	Jan Proposed
Net margin, %	12.8%	1.7%
DESE fund balance, %	20.6%	11.9%
Salaries & Benefits, % Revenue	51.2%	56.8%
Benefits, % Salaries	30.0%	31.7%
Lease/Debt Coverage Ratio	211.8%	114.0%
Facility Rent/Debt, % Revenues	11.4%	12.1%
Occupancy Cost, % Revenues	3.2%	1.9%



Addendum: Revenue and Expense Variances Detail by Category

Major Revenue Variances

Basic Formula (State) Revenue (↓ \$1,397,242) — Why it declined vs. the June Approved Budget

The January proposed budget reflects a decrease of \$1,397,242 in Basic Formula (State) revenue relative to the June approved budget (\$6,417,089 vs. \$7,814,331), driven by two major changes in our state funding assumptions.

First, summer school ADA declined sharply year-over-year, and summer school ADA from the prior year counts toward the current year's state formula revenue. Summer school ADA dropped by approximately 31.6 ADA, falling from 52.33 ADA (June 2024) to 20.75 ADA (June 2025) — a decline of roughly 60%. At an estimated ~\$15,000 per ADA, this change represents approximately \$474,000 in lost Basic Formula revenue, driven by a combination of reduced instructional hours, eligibility changes, and lower attendance and engagement.

Second, DESE updated its prior year correction (PYC) and lowered the go-forward per-pupil (per WADA) funding rate compared to what we assumed based on DESE guidance communicated in July/August. Part of the PYC reflects a typical attendance-related true-up that we plan for and budget conservatively, but DESE's revised figures also included additional adjustments beyond expected attendance corrections. Separately, DESE has now communicated that the go-forward per-WADA rate for St. Louis is expected to be approximately \$14,850 (up from the October/November levels near \$14,500, but below earlier guidance). This is meaningfully lower than our assumed \$15,455.59 per WADA. On ~504 WADA, that difference reduces annualized Basic Formula revenue by approximately \$305,000, before factoring in the incremental PYC-related impact.

CSP (Federal) Revenue (↑ \$398,568) — Why it increased vs. the June Approved Budget

The January proposed budget reflects an increase of \$398,568 in CSP (federal) revenue relative to the June approved budget. After the June budget was finalized, Kairos initiated a formal CSP budget amendment to realign CSP-eligible expenses with our evolving operating plan for the coming year — particularly as our high school implementation and related cost structure came into sharper focus.

That amendment expanded the set of allowable and attributable costs we could claim for reimbursement and ensured the CSP plan better matched our actual spending profile. As a result, we were able to claim reimbursements for a larger share of eligible costs than was assumed in June, and CSP revenue has outperformed our original budget assumptions in the January proposed budget.

Stronger Connections (Grant) Revenue (↑ \$24,500) — Why it increased vs. the June Approved Budget

The January proposed budget includes \$232,500 in Stronger Connections grant revenue (vs. \$208,000 in the June approved budget).

At the time of the June budget, Kairos did not allocate these dollars because we were uncertain how the funding would be applied under our evolving staffing model, particularly as we transitioned to hiring counselors directly under our new structure.

Since then, implementation details have been clarified, and the funding stream is now being deployed directly in support of the model. The January proposed budget, therefore, explicitly reflects these grant dollars, improving both budget accuracy and transparency regarding student support staffing and services.

Prop C (Local) Revenue (↑ \$102,875) — Why it increased vs. the June Approved Budget

Prop C revenue is \$102,875 higher in the January proposed budget than in the June approved budget (\$752,936 vs. \$650,061). This increase reflects updated state distribution projections for Proposition C, which is a statewide 1-cent sales tax that supports public education. Prop C collections are distributed through DESE as



part of Missouri school finance, and allocations are tied to prior-year weighted attendance (WADA). As statewide Prop C collections and DESE formula calculations have come in stronger than assumed in June, Kairos's projected Prop C allocation is higher in the January proposed budget.

Gifts & Foundations Revenue (↑ \$40,000) — Why it increased vs. the June Approved Budget

Gifts and foundation support is \$40,000 higher in the January proposed budget than in the June approved budget (\$55,000 vs. \$15,000). This change reflects an improvement in fundraising performance compared to early-year projections. Kairos has already raised over \$35,000 this year, and with the spring gala still upcoming, the January proposed budget reflects a realistic and supportable estimate for the remainder of the year.

Medicaid Revenue (↓ \$19,000) — Why it decreased slightly vs. the June Approved Budget

Medicaid revenue is \$19,000 lower in the January proposed budget than in the June approved budget (\$175,000 vs. \$156,000). The January figure reflects actual submissions and updated current-year assumptions and remains within the range of our expectations. The modest decrease is largely attributable to a slightly smaller student population than what was assumed in June and is consistent with other per-pupil funding updates reflected elsewhere in the budget.

Title II Revenue (↓ \$4,267) — Why it decreased vs. the June Approved Budget

Title II revenue is \$4,267 lower in the January proposed budget than in the June approved budget (\$24,733 vs. \$29,000). This reflects updated allocations and a slightly smaller student population than what was assumed when the June budget was created.

Other Revenue (↓ \$30,000) — Why it decreased vs. the June Approved Budget

Other revenue is \$30,000 lower in the January proposed budget than in the June approved budget (\$20,000 vs. \$50,000). This is primarily a categorization change: revenue previously budgeted under "Other" has been reclassified to "Gifts & Foundations" to better reflect the true nature of the funding source and improve transparency.

Other Federal & Program Revenue (Net ↓ ~\$22,600) — Why it decreased vs. the June Approved Budget

Several smaller federal and program revenue lines are modestly lower in the January proposed budget than in the June approved budget. These changes are not material and primarily reflect updated allocations driven by a slightly smaller student population than what was assumed when the budget was developed last year.

Specifically, several federal and program lines are lower due to updated allocation assumptions based on enrollment and related per-pupil calculations. These adjustments are relatively small and reflect routine mid-year refinement of revenue projections as actual student counts and grant formulas are updated.

In addition, the "State Transportation" line should not be interpreted as a reduction in state transportation aid. Kairos does not receive state transportation aid, and this line does not represent a meaningful funding change for the school.

Expense Overview — Why total expenditures increased (↑ \$446,081)

Total expenditures in the January proposed budget are \$446,081 higher than the June approved budget (\$9,565,791 vs. \$9,119,710). While some of this increase reflects additional contracted services used to maintain service levels amid vacancies and a leaner staffing model, a significant portion is driven by greater accuracy and visibility created through the itemized budgeting exercise conducted this fall as Kairos reached full scale (grades 5–12).



Importantly, the January proposed budget also reflects a one-time paydown of prior-year accounts payable (AP) that was not fully captured at the category level in the June budget. Following the letter of concern received last year and the AP management approach engaged over the course of the prior year, Kairos entered this fiscal year with significant outstanding AP from the prior year, which rolled into FY25 and was paid down in the early months of this year. These prior-year expense holdovers increase FY25 category totals temporarily, particularly in Student Expense — Direct (especially special education services), Office & Business Expense (contracted services), and Staff-Related Costs.

As we enter the next budget development cycle, the team has already identified which itemized costs reflect prior-year AP paydowns versus steady-state expenses, enabling more accurate budgeting going forward. Consistent with that, the monthly run rate for these categories has declined substantially from the beginning of the year — when we were paying down prior-year AP — to the current period.

Key drivers of higher expenditures in the January proposed budget (vs. June):

- Greater accuracy at full scale: This budget reflects a detailed, itemized view of true run-rate costs now that Kairos is fully scaled (grades 5–12), based on thousands of transactions, current contracts, and budget manager-level forecasting.
- One-time prior-year AP paydown: A meaningful portion of this year's spending reflects payment of prior-year accounts payable that rolled into FY25 following the letter of concern and the AP management approach implemented last year.
- Contracted services to maintain coverage: Some spending increased as we used substitutes and contracted supports to cover vacancies and operate effectively with a leaner staffing model.

Major Expense Variances

Salaries (↑ \$78,875) — Why it increased slightly vs. the June Approved Budget

Salaries in the January proposed budget are \$78,875 higher than the June approved budget (\$4,193,875 vs. \$4,115,000), but the more significant story is that salaries and benefits are broadly in line with the original budget and below what we anticipated they would be at this point in the year, given expected hiring.

As the year progressed, it became clear that Kairos required additional roles beyond what was anticipated in June, with staffing costs trending closer to approximately \$4.4 million in salaries and approximately \$1.4 million in benefits under a fully filled hiring plan. However, through the fall — due to a combination of unfilled roles, vacancies, and restructuring — we developed a model that operates effectively with fewer staff and is closer to the original budget assumptions for this year. This kept salary and benefit spending more stable than initially expected, but it also increased the need for contracted and interim supports that appear elsewhere in the budget (especially in staff-related costs, student expense direct, and office & business expense).

Staff-Related Costs (↑ \$132,657) — Why it increased vs. the June Approved Budget

Staff-related costs are \$132,657 higher in the January proposed budget than in the June approved budget (\$122,143 vs. \$254,800). This increase reflects a combination of (1) the operational reality of covering vacancies and maintaining service levels using contracted and interim supports, (2) improved clarity and completeness from the itemized budgeting process, and (3) the temporary impact of prior-year AP paydown.

As staffing plans evolved during the fall and certain roles remained unfilled, Kairos relied on additional contracted services to maintain continuity of instruction and operations — including substitute coverage and



other contracted supports (e.g., faculty support, recruitment support, and student recruitment support). These costs were either under-budgeted, bundled elsewhere, or not visible at sufficient detail when the June budget was created.

In addition, Kairos entered FY25 with significant outstanding accounts payable from the prior year that rolled into this fiscal year and were paid down during the early months. A portion of those payments is reflected in staff-related costs, temporarily increasing FY25 totals compared to the June budget, which was developed from historical data that did not reflect these rollover obligations.

The team has already identified which staff-related items represent prior-year paybacks versus steady-state spending, and the monthly run rate for this category has declined significantly since the start of the year as prior-year AP was paid down. This creates a stronger basis for future run-rate budgeting and supports more accurate long-term planning as we continue to operate at full scale.

Student Expense — Direct (↑ \$111,189) — Why it increased vs. the June Approved Budget

Direct student expenses are \$111,189 higher in the January proposed budget than in the June approved budget (\$1,052,189 vs. \$941,000). This increase is driven by two factors: (1) a more accurate, itemized picture of our steady-state cost structure at full scale (grades 5–12), and (2) a temporary but meaningful impact from the paydown of prior-year accounts payable (AP).

Due to the letter of concern received last year and the AP management work conducted over the course of the prior year, Kairos entered this fiscal year with significant outstanding AP from the prior year that rolled forward into FY25 and was paid down in the early months of this year. A significant portion of that paydown is allocated to direct student expenses, particularly special education services provided last year in alignment with meeting requirements. These prior-year AP holdovers temporarily increase FY25 Student Expense — Direct compared to the June budget, which was developed at a category level using historicals that did not reflect these rollover obligations.

The Finance team has already identified which of these itemized costs were prior-year paybacks versus true steady-state spending, and the monthly run rate for this category has declined substantially since the start of the year as AP has been paid down. Accordingly, we expect a lower level of expense in this category at the same enrollment, staffing, and service model as we move into the next budget cycle.

Office & Business Expense (↑ \$221,102) — Why it increased vs. the June Approved Budget

Office & business expense is \$221,102 higher in the January proposed budget than in the June approved budget (\$802,333 vs. \$581,231). While a portion of the increase reflects additional contracted services and operational supports used to maintain service levels amid vacancies and a leaner staffing model (including recruitment and other external support), the larger driver is improved budget accuracy and the one-time impact of prior-year AP paydown. During the fall, Kairos conducted a deep, line-by-line expense budgeting exercise across thousands of prior-year transactions, current-year contracts, and expected expenditures. Over several months, each budget manager partnered with the Finance team to build highly detailed, manager-level budgets for Schools, Operations, the CEO Office, and Finance/Admin. This process significantly improved visibility into true operational run-rate costs and corrected gaps in category-level budgeting that existed in June.

In addition, because Kairos entered FY25 with significant outstanding accounts payable from the prior year, the January proposed budget includes costs that reflect the paydown of prior-year obligations that were not fully captured in the June category-level historical approach. These holdover payments — including contracted services associated with compliance and student support requirements — temporarily increase FY25 Office & Business Expense totals.



The team has now clearly marked which itemized costs were prior-year paydowns versus steady-state, and the monthly run rate for this category has declined substantially since the beginning of the year as those prior-year liabilities have been addressed. This positions Kairos to budget more accurately (and at a lower steady-state level) in this category in the next cycle, holding school size and staffing constant.

Occupancy Service Total (↓ \$146,550) — Why it decreased vs. the June Approved Budget

Occupancy service costs are \$146,550 lower in the January proposed budget than in the June approved budget (\$187,111 vs. \$333,661). This decrease reflects significant operational efficiency improvements in facility-related contracted services, particularly in cleaning and maintenance, achieved by the Operations team this year. The Operations team has negotiated and managed contracts in a way that delivers a higher level of service at a lower overall cost, thereby reducing our occupancy service run rate compared to the assumption made in June.

This is a meaningful example of improved execution and cost discipline as we reach full scale, and it helped offset increases in other areas of the expense budget as the team built a more accurate and complete picture of total school operating costs.

