



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 |
| <ul style="list-style-type: none">• January Finance Updates• Board Approval for January Incentive Pay | | | |

VI. Closing Items **6:47 PM**

| | |
|---------------------------|------|
| A. Adjourn Meeting | Vote |
|---------------------------|------|

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

Coversheet

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 | 4,328.12 |
| | <u>1,154,444.52</u> |
| Total Cash and Cash Equivalents | <u>1,154,444.52</u> |
| Total Current Assets | <u>1,154,444.52</u> |

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 | <u>1,927,838.29</u> |

Other Long-term Assets

| | |
|------------------------------|---------------------|
| Escrows and Reserves | |
| Security Deposits | <u>750.00</u> |
| Total Escrows and Reserves | <u>750.00</u> |
| Total Other Long-term Assets | <u>750.00</u> |
| Total Long-term Assets | <u>1,928,588.29</u> |

| | |
|--------------------------------------|----------------------------|
| 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 | <u>109,718.63</u> |
| Long Term Liabilities | |
| Other Long-term Liabilities | |
| Loans Payable - Long Term | |
| Loan - LISC | 500,000.00 |
| Loan - LFF | 589,687.00 |
| Loan Costs - LISC | <u>(1,964.29)</u> |
| Loan Costs - LFF | <u>(2,000.00)</u> |
| Total Loans Payable - Long Term | <u>1,085,722.71</u> |
| Total Other Long-term Liabilities | <u>1,085,722.71</u> |
| Total Long Term Liabilities | <u>1,085,722.71</u> |
| Total Liabilities | <u>1,195,441.34</u> |
| Equity | |
| Opening balance equity | 1,818,071.13 |
| Change In Net Assets | <u>69,520.34</u> |

| | |
|-------------------------------------|----------------------------|
| Total Equity | <u>1,887,591.47</u> |
| Total Liabilities and Equity | <u>3,083,032.81</u> |

Kairos Academies
Statement of Cash Flows - Indirect Method

| <i>Reporting Book: Cash</i> | <i>Year To Date</i> |
|--|----------------------------|
| | <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 | <u>69,520.34</u> |
| 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 | 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 |
| 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 |
| 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 |
| 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 |
| Total Federal Revenue | 67,631.44 | 139,225.00 | 885,432.52 | 53 % | 696,125.00 | 1,670,686.00 |
| 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 |
| Salaries-Admin (cert) | 15,000.02 | 15,385.00 | 76,269.79 | 41 % | 76,925.00 |
| Extra Duty Pay | 2,347.00 | 0.00 | 6,612.05 | 0 % | 0.00 |
| Salaries-Classified FT | 152,027.44 | 117,932.00 | 747,434.11 | 53 % | 589,660.00 |
| | | | | | 1,415,176.00 |

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 |
| 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 |
| Benefits | | | | | | 45.12% |
| 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 Svrs | 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 Actual | Month Ending 11/30/2025 Budget | Year To Date 11/30/2025 Actual | % of Budget 42% | Year To Date 11/30/2025 Budget | Year Ending 06/30/2026 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
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 |
|---|------------|----------------|--------------------------|-----------------------------------|-------------------|------------------|
| 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 | 1PJ7-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 |

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| 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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|---|-------------|-----------------|---------------------------------|--|--------------------------|-----------------|
| 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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| Vendor | Date | Document | Memo | November charges entered & posted | November Payments | Balance |
|--|------------|----------------|-----------------|--------------------------------------|----------------------|-----------------|
| | | | | 850.00 | 850.00 | 0.00 |
| Total for Kathy Franjic | | | | | | |
| 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 |

Company name: Kairos Academies
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|--|------------|----------------|--------------------------------|-----------------------------------|-------------------|-----------------|
| | 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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|--|-----------|----------|---|-----------------------------------|-------------------|--|
| 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 | | khalil 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 | | khalil 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 | | khalil 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 | | khalil 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 |

Company name:

Kairos Academies

Report name:

AP ledger

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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 | | Adaue 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 | | Adaue Nduka - HS Expenses for instructional supplies. | 45.00 | | 8,911.08 |

Company name: Kairos Academies
Report name: AP ledger
Based on: GL posting date **As of date: 11/30/2025**

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

| Vendor | Date | Document | Memo | November charges entered & posted | November Payments | Balance |
|----------------------------|------------|----------------|---|-----------------------------------|-------------------|------------------|
| | 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 Gudiana - Advisory Competition Prize | 43.30 | | 11,172.32 |
| | 11/21/2025 | | Nick Gudiana - 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 |
| 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 | 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 | 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



January 2026 Proposed Budget Explainer

Explainer of Key Variances vs. June Approved Budget

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 ($\uparrow \$111,189$) — 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 ($\uparrow \$221,102$) — 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.

