# Kairos Academies

## Kairos Academies Monthly Board Meeting

NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Published on January 24, 2023 at 9:12 PM CST
Amended on January 26, 2023 at 4:44 PM CST

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**Date and Time**

Thursday January 26, 2023 at 6:00 PM CST

**Location**

Kairos Academies
3449 S Jefferson Avenue
St. Louis, MO 63118

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

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**Agenda**

|  | Purpose | Presenter | Time |
|---|---|---|---|
| **I. Opening Items** |  |  | **6:00 PM** |
| **A.** Record Attendance |  |  |  |
| **B.** Call the Meeting to Order |  |  |  |
| **C.** Public Comment |  |  |  |
| **D.** Approve December 8, 2022 Board Meeting Minutes | Approve Minutes |  |  |

|  | Purpose | Presenter | Time |
|---|---|---|---|

**II. Finance Committee Updates**

   **A.** Monthly financials

   **B.** 2022 Audit

**III. Executive Committee Updates**    **6:00 PM**

   **A.** Strategic Planning Update    5 m

   **B.** Charter Renewal and Public Hearing

**IV. Governance Committee Updates**    **6:05 PM**

   **A.** Review draft Board member oath (i.e., commitment to Board) and collect feedback

   **B.** Review annual organizational decision chart and collect feedback

   **C.** Align Board member recruitment action plan

**V. Program Committee Updates**    **6:05 PM**

   **A.** POSSIP

   **B.** IXL

   **C.** Summit Learning

   **D.** GROW

   **E.** Testing    5 m

**VI. Facilities Committee Update**    **6:10 PM**

   **A.** Community Engagement Update    5 m

   **B.** 2023-2024 Facility Updates at CPH    5 m

   **C.** Closed Session    5 m

RSMo Section 610.021.(1)

RSMo Section 610.021.(2)

**VII. CEO Updates**    **6:25 PM**

   **A.** Q2 Priorities Update

|  | Purpose | Presenter | Time |
|---|---|---|---|
| **B.** Q3 Priority Planning |  |  | 5 m |
| **C.** Hiring and Retention Update |  |  |  |
| **D.** Student recruitment updates |  |  |  |
| **E.** Strategic Planning Process |  |  |  |
| **F.** Teacher Certification |  |  | 5 m |
| **G.** Senior Leadership December Goal Updates |  |  |  |

**VIII. Closing Items**                                                                                      **6:35 PM**

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

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# Coversheet

## Approve December 8, 2022 Board Meeting Minutes

**Section:**                  I. Opening Items
**Item:**                      D. Approve December 8, 2022 Board Meeting Minutes
**Purpose:**              Approve Minutes
**Submitted by:**
**Related Material:**
Minutes for Kairos Academies Monthly Board Meeting on December 8, 2022

# Kairos Academies

# **Minutes**

## Kairos Academies Monthly Board Meeting

### NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

**Date and Time**
Thursday December 8, 2022 at 6:00 PM

**Location**
Zoom

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

**Directors Present**
A. Jackson (remote), A. Sullivan (remote), E. Schlafly (remote), K. Kerr (remote), K. Owens (remote), M. Vachow (remote), N. Plair (remote), W. Young (remote)

**Directors Absent**
H. Eastwood

**Ex Officio Members Present**
K. Graham (remote)

**Non Voting Members Present**
K. Graham (remote)

**Guests Present**
M. Chavers (remote)

**I. Opening Items**

   **A.**

**Record Attendance**

### B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Thursday Dec 8, 2022 at 6:03 PM.

### C. Public Comment

No public comment

### D. Approve September 29, 2022 Board Meeting Minutes

K. Kerr made a motion to approve the minutes from Kairos Academies Monthly Board Meeting on 10-27-22.
A. Sullivan seconded the motion.
The board **VOTED** unanimously to approve the motion.

## II. Finance Committee Updates

### A. Monthly financials

Financials are mainly in line with the budget. The budget may be re-forecasted in January.

## III. Executive Committee Updates

### A. Discussion

Kairos Facilities and Kairos Foundations have stood up as separate 501(c)(3) organizations.

## IV. Governance Committee Updates

### A. Board Retreat Updates

March 4th and March 11th are tentative dates for the board retreat from 9am - 3pm.

### B. Board Calendar

The next board meeting is January 26th and March 30th. Charter renewal meeting is April 18th at 6pm. Board meetings resume for June 1st and June 29th.

### C. Governing The Board

Jason H retracted his submission to join the board. A board gaps are previous academic experience. We are also looking to create a funnel to invite interested student parents.

### D. Board Policy Update

A. Sullivan made a motion to consolidate board policies into one document and implement the recommended changes.
N. Plair seconded the motion.
The changes were to remove the Personal Leave Policy, remove the definition section within the Finance policy, and update the lottery guidelines.

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

### E. Employee Handbook

N. Plair made a motion to approve the revised version of the Employee Handbook.
A. Sullivan seconded the motion.
The board **VOTED** unanimously to approve the motion.

### F. Board Expansion

## V. Program Committee Updates

### A. POSSIP

Seeking 85% satisfaction

### B. IXL

### C. Summit Learning

Attended a Summit Learning school in Chicago to learn best practices.

### D. GROW

### E. Testing

STAR happens every cycle. MAP happens three times a year.

### F. Staff Awards

## VI. CEO Updates

### A. GPTW

Kairos is currently in the low 40% for the Great Place to Work survey. The goal is 85%.

### B. January Goals

### C. MAP Student Growth Report

Kairos placed in the Top 10 for the PRIME Growth Award.

### D. Strategic Planning Process

## VII. Closing Items

### A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:36 PM.

Respectfully Submitted,
K. Kerr

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# Coversheet

## Monthly financials

**Section:**              II. Finance Committee Updates
**Item:**                 A. Monthly financials
**Purpose:**
**Submitted by:**
**Related Material:**      December 2022 Financial Report2 - YTD Balance Sheet.pdf
                          December 2022 Financial Report2 - YTD Income Statement.pdf

# Kairos Academies
## Statement of Financial Position
### As of December 30, 2022

| | 10 General Fund | 20 Teachers Fund | Total |
|---|---|---|---|
| **ASSETS** | | | |
| **Current Assets** | | | |
| **Bank Accounts** | | | |
| 0000-1111 Cash PNC Operating | 512,326.19 | | 512,326.19 |
| 0000-1112 Cash PNC Money Market | 24,367.92 | | 24,367.92 |
| 0000-1113 Cash FB Operating | 1,096,251.44 | | 1,096,251.44 |
| 0000-1122 Bill.com Money In Clearing | 0.00 | | 0.00 |
| 0000-1132 Petty Cash | 0.00 | | 0.00 |
| 0000-1133 PayPal | 4,327.12 | | 4,327.12 |
| 0000-2113 Bill.com Money Out Clearing | 0.00 | | 0.00 |
| Expensify Clearing Account | 0.00 | | 0.00 |
| **Total Bank Accounts** | $ 1,637,272.67 | 0.00 | $ 1,637,272.67 |
| **Accounts Receivable** | | | |
| 0000-1200 Accounts Receivable (A/R) | 0.00 | 0.00 | 0.00 |
| **Total Accounts Receivable** | $ 0.00 | $ 0.00 | $ 0.00 |
| **Other Current Assets** | | | |
| 0000-1114 Undeposited Funds | 0.00 | | 0.00 |
| **Total Other Current Assets** | $ 0.00 | | $ 0.00 |
| **Total Current Assets** | $ 1,637,272.67 | $ 0.00 | $ 1,637,272.67 |
| **Fixed Assets** | | | |
| 0000-1521 Facilities Buildings and Remodeling | $ 339,202.28 | | $ 339,202.28 |
| **Total Fixed Assets** | $ 339,202.28 | | $ 339,202.28 |
| **TOTAL ASSETS** | $ 1,976,474.95 | $ 0.00 | $ 1,976,474.95 |
| **LIABILITIES AND EQUITY** | | | |
| **Liabilities** | | | |
| **Current Liabilities** | | | |
| **Accounts Payable** | | | |
| 0000-2111 Accounts Payable - General | 0.00 | 0.00 | 0.00 |
| **Total Accounts Payable** | $ 0.00 | $ 0.00 | $ 0.00 |
| **Credit Cards** | | | |
| Expensify Card Liability Account | 0.00 | | 0.00 |
| **Total Credit Cards** | $ 0.00 | | $ 0.00 |
| **Other Current Liabilities** | | | |
| 0000-2150 Payroll Deductions and Withholdings | | | |
| Payroll Clearing | -3,939.40 | 0.00 | -3,939.40 |
| Bill.com Clearing | 0.00 | | 0.00 |
| 0000-2156 Group Health and Life Insurance Payable | -616.49 | 0.00 | -616.49 |
| 0000-2158 Teacher Retirement Payable | 162.23 | 0.00 | 162.23 |
| **Total 0000-2150 Payroll Deductions and Withholdings** | -$ 4,393.66 | $ 0.00 | -$ 4,393.66 |
| **Total Other Current Liabilities** | -$ 4,393.66 | $ 0.00 | -$ 4,393.66 |
| **Total Current Liabilities** | -$ 4,393.66 | $ 0.00 | -$ 4,393.66 |
| **Total Liabilities** | -$ 4,393.66 | $ 0.00 | -$ 4,393.66 |
| **Equity** | | | |
| Opening balance equity | 3,547,137.22 | | 3,547,137.22 |
| Net Revenue | -1,566,268.61 | 0.00 | -1,566,268.61 |
| **Total Equity** | $ 1,980,868.61 | $ 0.00 | $ 1,980,868.61 |
| **TOTAL LIABILITIES AND EQUITY** | $ 1,976,474.95 | $ 0.00 | $ 1,976,474.95 |

**Kairos Academies**
**Statement of Activity**

July - Dec 2022

| | 10 General Fund | 20 Teachers Fund | 42 Capital Projects Fund | Total | FY23 Budget | YTD % | Forecast (12/31/2022) | YTD % | FY22 Budget (Updated) | YTD % | Forecast (6/30/2022) | YTD % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | | | | |
| **0000-5100 Revenues from Local Sources** | | | | | | | | | | | | |
| 0000-5113 School District Trust Fund (Proposition C) | 294,116.75 | | | 294,116.75 | 400,257.00 | 73.48% | 262,269.00 | 112.14% | 319,840.96 | 91.96% | 262,269.00 | 112.14% |
| 0000-5141 Interest | 1.18 | | | 1.18 | 0.00 | | | | 0.00 | | | |
| 0000-5151 Food Sales to Pupils | 6,126.45 | | | 6,126.45 | 20,071.41 | 30.52% | 8,519.04 | 71.91% | 8,519.04 | 71.92% | 8,519.04 | 71.91% |
| 0000-5161 Food Sales to Adults | 0.00 | | | 0.00 | 0.00 | | | | 0.00 | | | |
| 0000-5171 Student Activities Student Fees | 0.00 | | | 0.00 | 13,790.00 | 0.00% | 6,849.96 | 0.00% | 6,850.00 | 0.00% | 6,849.96 | 0.00% |
| 0000-5172 Bookstore Sales | 800.64 | | | 800.64 | 0.00 | | | | 0.00 | | | |
| 0000-5179 Other Student Activity Income | 1,246.00 | | | 1,246.00 | 0.00 | | | | 0.00 | | | |
| 0000-5192 Gifts | 304,963.36 | | | 304,963.36 | 401,480.00 | 75.96% | 425,499.96 | 71.67% | 562,986.93 | 54.17% | 562,986.93 | 54.17% |
| 0000-5198 Miscellaneous Revenues | 5,143.19 | | | 5,143.19 | 0.00 | | 6,941.04 | 74.10% | 6,941.00 | 74.10% | 6,941.04 | 74.10% |
| | | | | | | | 0.00 | | | | | |
| **Total 0000-5100 Revenues from Local Sources** | $ 612,397.57 | $ 0.00 | | $ 612,397.57 | $ 835,598.41 | 73.29% | $ 710,079.00 | 86.24% | $ 905,137.89 | 67.66% | $ 847,565.97 | 72.25% |
| **0000-5300 Revenues from State Sources** | | | | | | | | | | | | |
| 0000-5311 Basic Formula - State Monies | 1,099,904.77 | 1,264,713.99 | | 2,364,618.76 | 4,998,089.99 | 47.31% | 4,161,156.00 | 56.83% | 3,936,812.38 | 60.06% | 5,039,823.62 | 46.92% |
| 0000-5319 Basic Formula - Classroom Trust Fund | 84,806.40 | 0.00 | | 84,806.40 | 0.00 | | 81,299.04 | 104.31% | 107,945.18 | 78.56% | 81,299.04 | 104.31% |
| **Total 0000-5300 Revenues from State Sources** | $1,184,711.17 | $ 1,264,713.99 | $ 0.00 | $ 2,449,425.16 | $ 4,998,089.99 | 49.01% | $ 4,242,455.04 | 57.74% | $ 4,044,757.56 | 60.56% | $ 5,121,122.66 | 47.83% |
| **0000-5400 Revenues from Federal Sources** | | | | | | | | | | | | |
| 0000-5412 Medicaid | 19,418.50 | | | 19,418.50 | 24,681.85 | 78.68% | 59,587.68 | 32.59% | 16,554.90 | 117.30% | 16,554.90 | 117.30% |
| 0000-5422 ESSER III Revenue | 503,914.08 | | | 503,914.08 | 1,359,483.14 | 37.07% | 1,951,884.00 | 25.82% | 1,423,087.86 | 35.41% | 1,423,087.86 | 35.41% |
| 0000-5423 ESSER II Revenue | 0.00 | | | 0.00 | 0.00 | | | | 333,253.00 | 0.00% | 333,253.00 | 0.00% |
| 0000-5441 IDEA Entitlement Funds, Part B IDEA | 50,228.95 | | | 50,228.95 | 117,597.09 | 42.71% | 70,000.00 | 71.76% | 90,645.00 | 55.41% | 90,645.00 | 55.41% |
| 0000-5445 School Lunch Program | 13,368.62 | | | 13,368.62 | 60,460.08 | 22.11% | 86,286.24 | 15.49% | 86,286.26 | 15.49% | 86,286.24 | 15.49% |
| 0000-5446 School Breakfast Program | 1,698.77 | | | 1,698.77 | 7,188.01 | 23.63% | 4,569.96 | 37.17% | 4,570.00 | 37.17% | 4,569.96 | 37.17% |
| 0000-5451 Title I | 453,758.70 | | | 453,758.70 | 827,780.75 | 54.82% | 194,040.01 | 233.85% | 73,511.06 | 617.27% | 73,511.06 | 617.27% |
| 0000-5461 Title IV.A Student Support and Academic Enrichment | 9,273.28 | | | 9,273.28 | 20,000.00 | 46.37% | 20,000.00 | 46.37% | 7,219.91 | 128.44% | 7,219.91 | 128.44% |
| 0000-5465 Title II.A | 23,466.97 | | | 23,466.97 | 58,304.98 | 40.25% | 22,492.00 | 104.33% | 7,990.51 | 293.69% | 7,990.51 | 293.69% |
| 0000-5471 School Child Nutrition Program | 0.00 | | | 0.00 | 0.00 | | | | 0.00 | | | |
| 0000-5497 Other Federal Sources | 7,000.00 | | | 7,000.00 | 437,772.04 | 1.60% | 752,523.00 | 0.93% | 895,042.64 | 0.78% | 895,042.64 | 0.78% |
| **Total 0000-5400 Revenues from Federal Sources** | $1,082,127.87 | $ 0.00 | $ 0.00 | $ 1,082,127.87 | $ 2,913,267.94 | 37.14% | $ 3,161,382.89 | 34.23% | $ 2,938,161.14 | 36.83% | $ 2,938,161.08 | 36.83% |
| **0000-5800 Amounts Received From Other LEAs** | | | | 0.00 | | | | | | | | |
| 0000-5841 Transportation Sharing, Non-Disabled | 0.00 | | | 0.00 | 0.00 | | | | 0.00 | | 0.00 | |
| **Total 0000-5800 Amounts Received From Other LEAs** | $ 0.00 | $ 0.00 | $ 0.00 | $ 0.00 | $ 0.00 | | $ 0.00 | | $ 0.00 | | $ 0.00 | |
| **Total Revenue** | $2,879,236.61 | $ 1,264,713.99 | $ 0.00 | $ 4,143,950.60 | $ 8,746,956.34 | 47.38% | $ 8,113,916.93 | 51.07% | $ 7,888,056.59 | 52.53% | $ 8,906,849.71 | 46.53% |
| **Expenditures** | | | | | | | | | | | | |
| **0000-6100 Salaries** | | | | | | | | | | | | |
| 1131-6111 MS Instruction FT | 157,150.02 | 532,627.70 | | 689,777.72 | 1,606,934.72 | 42.93% | 1,091,607.00 | 63.19% | 1,091,607.00 | 63.19% | 1,091,607.00 | 63.19% |
| 1151-6111 HS Instruction FT | 53,061.04 | 287,929.64 | | 340,990.68 | 593,232.92 | 57.48% | | | | | | |
| 0000-6121 Substitutes | | 78,081.75 | | 78,081.75 | | | | | | | | |
| 1221-6151 Special Education FT | 38,092.43 | 26,563.46 | | 64,655.89 | 311,650.14 | 20.75% | 30,000.00 | 215.52% | 30,000.00 | 215.52% | 30,000.00 | 215.52% |
| 1411-6111 Student Activities Salaries | | 12,337.00 | | 12,337.00 | 24,174.00 | 51.03% | | | | | | |
| 1411-6131 Student Activities Supp Pay | 1,000.00 | | | 1,000.00 | 11,700.00 | 8.55% | 7,200.00 | 4333.80% | 7,200.00 | 4333.80% | 7,200.00 | 4333.80% |
| 2112-6151 Attendance/Registrar | 14,288.70 | | | 14,288.70 | | | | | | | | |
| 2113-6151 Social Worker | | 23,769.70 | | 23,769.70 | 48,091.44 | 49.43% | | | | | | |
| 2122-6151 Counseling - Restore. Justice | 67,849.80 | | | 67,849.80 | 283,851.01 | 23.90% | | | | | | |
| 2322-6151 Community Relations | 82,656.20 | | | 82,656.20 | 172,344.74 | 47.96% | | | | | | |
| 2411-6151 Other Student Support (School Leaders) | 279,556.74 | | | 279,556.74 | 491,752.21 | 56.85% | | | | | | |
| 2211-6151 Improvement of Instruction | 30,887.13 | | | 30,887.13 | | | | | | | | |
| 2222-6151 Library | | 4,145.09 | | 4,145.09 | 22,963.41 | 18.05% | | | | | | |
| 2321-6151 Office of Superintendent - noncert | 312,033.79 | | | 312,033.79 | 586,166.36 | 53.23% | | | | | $ 5,952,101.76 | |
| 2331-6151 Support Services - Tech | 24,348.14 | | | 24,348.14 | 49,008.81 | 49.68% | | | | | | |
| 2511-6151 Business Office | 40,023.95 | | | 40,023.95 | 138,447.44 | 28.91% | | | | | | |
| 2643-6151 Talent Director | 27,166.02 | | | 27,166.02 | | | | | | | | |
| 2645-6151 Nurse | 13,154.74 | | | 13,154.74 | 45,475.17 | 28.93% | | | | | | |
| 2911-6151 Support Services - noncert | 75,312.55 | | | 75,312.55 | 152,398.14 | 49.42% | | | | | | |
| **Total 0000-6100 Salaries** | $1,216,581.25 | $ 965,454.34 | $ 0.00 | $ 2,182,035.59 | $ 4,538,190.51 | 48.08% | $ 1,121,607.00 | 194.55% | $ 1,121,607.00 | 194.55% | $ 1,121,607.00 | 194.55% |
| **0000-6200 Benefits and Taxes** | | | | | | | | | | | | |
| 6211/6211 Retirement | 179,887.65 | 146,762.58 | | 326,650.23 | 676,212.94 | 48.31% | | | 0.00 | | | |
| 6231 Social Security | 73,806.30 | 58,561.90 | | 132,368.20 | 280,642.41 | 47.17% | | | 0.00 | | | |
| 6232 Medicare | 17,261.20 | 13,695.94 | | 30,957.14 | 65,634.11 | 47.17% | | | 0.00 | | | |
| 6241 Employee Insurance/Workers comp | 109,462.33 | 80,239.23 | | 189,701.56 | 391,421.79 | 48.46% | | | 0.00 | | | |
| **Total 0000-6200 Benefits and Taxes** | $ 380,417.48 | $ 299,259.65 | $ 0.00 | $ 679,677.13 | $ 1,413,911.25 | 48.07% | $ 0.00 | | $ 0.00 | | $ 0.00 | |
| **0000-6XXX-1 Staff-Related Costs** | | | | | | | | | | | | |
| 2213-6319 Prof Dev (Instructional) Professional Services | 13,350.00 | | | 13,350.00 | 44,280.00 | 30.15% | 3,000.00 | 445.00% | 66,826.68 | 19.98% | 66,826.68 | 19.98% |
| 2213-6343 Prof Dev (Instructional) Travel | 268.58 | | | 268.58 | 4,500.00 | 5.97% | 6,400.00 | 4.20% | 1,000.00 | 26.86% | 1,000.00 | 26.86% |
| 2213-6411 Prof Dev Supplies | 683.35 | | | 683.35 | | | | | | | | |
| 2323-6319 Staff Relations Professional Services | 11,641.76 | | | 11,641.76 | 3,750.00 | 310.45% | | | 0.00 | | | |
| 2323-6411 Staff Relations Supplies | 17,328.90 | | | 17,328.90 | 8,800.00 | 196.92% | 5,232.00 | 331.21% | 5,232.00 | 331.21% | 5,232.00 | 331.21% |
| 2644-6319 Prof Dev (Non-Instructional) Professional Services | 3,597.30 | | | 3,597.30 | | | | | | | | |
| **Total 0000-6XXX-1 Staff-Related Costs** | $ 46,869.89 | $ 0.00 | $ 0.00 | $ 46,869.89 | $ 61,330.00 | 76.42% | $ 14,632.00 | 320.32% | $ 73,058.68 | 64.15% | $ 73,058.68 | 64.15% |
| **0000-6XXX-2 Rent** | | | | | | | | | | | | |
| 2542-6333 Facilities Rent | 550,021.22 | | | 550,021.22 | 1,087,496.19 | 50.58% | 694,752.96 | 79.17% | 885,508.55 | 62.11% | 885,508.55 | 62.11% |
| **Total 0000-6XXX-2 Rent** | $ 550,021.22 | $ 0.00 | $ 0.00 | $ 550,021.22 | $ 1,087,496.19 | 50.58% | $ 694,752.96 | 79.17% | $ 885,508.55 | 62.11% | $ 885,508.55 | 62.11% |
| **0000-6XXX-3 Occupancy Service** | | | | | | | | | | | | |
| 2542-6319 Facilities Professional Services | 67,254.67 | | | 67,254.67 | 11,000.00 | 611.41% | | | 0.00 | | | |
| 2542-6332 Facilities Repairs and Maintenance | 4,568.90 | | | 4,568.90 | 20,000.00 | 22.84% | 4,350.08 | 105.03% | 46,714.85 | 9.78% | 46,714.85 | 9.78% |
| 2542-6361 Facilities Phone/Internet | 10,029.64 | | | 10,029.64 | | | | | | | | |
| 2542-6411 Facilities Supplies | 12,383.99 | | | 12,383.99 | 174,603.67 | 7.09% | 602,121.32 | 2.06% | 228,291.13 | 5.42% | 228,291.13 | 5.42% |
| 2542-6521 Facilities Capital Projects | 924,522.67 | | | 924,522.67 | 995,080.00 | 92.91% | | | 0.00 | | | |
| 2546-6412 Security Tech Supplies/Services | 4,776.45 | | | 4,776.45 | 0.00 | | 1,800.00 | 265.36% | 2,781.00 | 171.75% | 2,781.00 | 171.75% |
| **Total 0000-6XXX-3 Occupancy Service** | $1,023,536.32 | $ 0.00 | $ 0.00 | $ 1,023,536.32 | $ 1,200,683.67 | 85.25% | $ 608,271.40 | 168.27% | $ 277,786.98 | 368.46% | $ 277,786.98 | 368.46% |
| **0000-6XXX-4 Student Expense, Direct** | | | | | | | | | | | | |
| 1131-6319 MS Instruction Professional Services | 2,997.11 | | | 2,997.11 | 45,709.26 | 6.56% | 544,550.64 | 0.55% | 530,987.49 | 0.56% | 530,987.49 | 0.56% |
| 1131-6337 MS Instruction Tech Install, Repair, Maintenance | 12,989.04 | | | 12,989.04 | 24,492.06 | 53.03% | | | 0.00 | | | |
| 1131-6411 MS Instruction Supplies | 3,592.69 | | | 3,592.69 | 11,370.00 | 31.60% | 30,299.44 | 11.86% | 10,075.99 | 35.66% | 10,075.99 | 35.66% |
| 1131-6412 MS Instruction Tech Supplies | 23,286.77 | | | 23,286.77 | 63,423.29 | 36.72% | 260,899.10 | 8.93% | 165,270.85 | 14.09% | 165,270.85 | 14.09% |
| 1131-6431 MS Instruction Textbooks | 706.97 | | | 706.97 | 32,986.60 | 2.14% | 9,782.40 | 7.23% | 9,782.30 | 7.23% | 9,782.40 | 7.23% |
| 1131-6441 MS Library Books - IAL | 7,683.13 | | | 7,683.13 | | | | | | | | |
| 1151-6337 HS Instruction Tech Install, Repair, Maintenance | 6,246.05 | | | 6,246.05 | | | | | | | | |
| 1151-6311 HS Services - Tuition | 29,381.94 | | | 29,381.94 | | | | | | | | |
| 1151-6319 HS Instruction Professional Services | 276.34 | | | 276.34 | | | | | | | | |
| 1151-6411 HS Instruction Supplies | 2,423.50 | | | 2,423.50 | 17,342.38 | 13.97% | | | | | | |
| 1151-6412 HS Instruction Tech Supplies | 12,213.40 | | | 12,213.40 | 6,340.00 | 192.64% | | | | | | |
| 1151-6431 HS Instruction Textbooks | 0.00 | | | 0.00 | 4,313.40 | 0.00% | | | | | | |
| 1221-6311 Special Education Pupil/Profess. Serv. | 29,486.00 | | | 29,486.00 | 0.00 | | | | 0.00 | | | |
| 1221-6411 Special Education Supplies | 2,131.46 | | | 2,131.46 | 4,250.00 | 50.15% | | | 3,401.00 | 62.67% | 3,401.42 | 62.66% |
| 1411-6319 Student Activities Professional Services | 17,098.82 | | | 17,098.82 | 81,044.00 | 21.10% | 123,791.88 | 13.81% | 123,791.88 | 13.81% | 123,791.88 | 13.81% |
| 1411-6411 Student Activities Supplies | 10,333.93 | | | 10,333.93 | 42,282.00 | 24.44% | 9,866.50 | 104.74% | 9,866.50 | 104.74% | 9,866.50 | 104.74% |
| 1421-6319 Student Athletics Prof Services | 7,969.50 | | | 7,969.50 | | | | | | | | |
| 1913-6319 Tuition to Other Districts | | | | | 0.00 | | | | 0.00 | | | |
| 2142-6319 Psychological Services Professional Services | 15,522.00 | | | 15,522.00 | 17,004.00 | 91.28% | 26,951.00 | 57.59% | 26,950.97 | 57.59% | 26,951.00 | 57.59% |
| 2152-6319 Speech Pathology Professional Services | 27,761.25 | | | 27,761.25 | 38,974.36 | 71.23% | 21,869.20 | 126.94% | 21,869.14 | 126.94% | 21,869.20 | 126.94% |
| 2162-6319 Occupational Therapy Professional Services | 8,654.00 | | | 8,654.00 | 33,974.36 | 25.47% | 20,270.40 | 42.69% | 20,270.34 | 42.69% | 20,270.40 | 42.69% |
| 2191-6319 Behavior Professional Services | 0.00 | | | 0.00 | 0.00 | | 110,114.76 | 0.00% | 161,014.62 | 0.00% | 161,018.94 | 0.00% |
| 2211-6319 Inst Support Professional Services | 1,551.25 | | | 1,551.25 | | | | | | | | |

| Account | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3812-6319 Afterschool Care | 3,000.00 | | | 3,000.00 | | 0.00 | | 281,888.28 | 1.06% | 330,738.23 | 0.91% | 330,738.28 | 0.91% |
| Total 0000-6XXX-4 Student Expense, Direct | $ 225,305.15 | $ | 0.00 $ | 0.00 $ | 225,305.15 | $ 423,505.71 | 53.20% | $ 1,440,283.60 | 15.64% | $ 1,414,019.37 | 15.93% | $ 1,414,024.35 | 15.93% |
| **0000-6XXX-5 Student Expense, Indirect** | | | | | | | | | | | | | |
| 2114-6319 Pupil Accounting | 9,200.00 | | | 9,200.00 | | | | | | | | | |
| 2134-6411 Nursing Supplies | 1,630.38 | | | 1,630.38 | | 3,130.21 | 52.09% | 500.00 | 326.08% | 2,582.74 | 63.13% | 2,582.74 | 63.13% |
| 2411-6319 Office of the Principal Professional Services | 0.00 | | | 0.00 | | | | | | | | | |
| 2411-6411 Office of Princ Supplies | 375.24 | | | 375.24 | | | | | | | | | |
| 2562-6319 Food Preparation Professional Services | 0.00 | | | 0.00 | | 220.00 | 0.00% | 7.00 | 0.00% | 262.00 | 0.00% | 262.00 | 0.00% |
| 2562-6471 Food Supplies/Contracted Food Service | 61,353.16 | | | 61,353.16 | | 77,048.56 | 79.63% | 119,454.96 | 51.36% | 0.00 | | | |
| 2562-6541 Food Preparation Equipment | 0.00 | | | 0.00 | | 15,000.00 | 0.00% | | | 0.00 | | | |
| 2563-6391 Food Delivery Contracted Food Service | 0.00 | | | 0.00 | | 0.00 | | | | 119,455.00 | 0.00% | 119,454.96 | 0.00% |
| 2911-6319 Building Operations Professional Services | 2,820.50 | | | 2,820.50 | | | | 254,900.76 | 1.47% | 254,900.76 | 1.47% | 254,900.76 | 1.47% |
| 3912-6319 Parent Involve - Purch services | 3,750.00 | | | 3,750.00 | | 0.00 | | | | | | | |
| Total 0000-6XXX-5 Student Expense, Indirect | $ 79,129.28 | $ | 0.00 $ | 0.00 $ | 79,129.28 | $ 95,398.77 | 82.95% | $ 374,862.72 | 21.11% | $ 377,200.50 | 20.98% | $ 377,200.46 | 20.98% |
| **0000-6XXX-6 Office and Business Expense** | | | | | | | | | | | | | |
| 2311-6315 Board Audit | 13,000.00 | | | 13,000.00 | | 25,250.00 | 51.49% | 14,375.00 | 90.43% | 20,600.00 | 63.11% | 20,600.00 | 63.11% |
| 2311-6317 Board Legal | 22,390.82 | | | 22,390.82 | | 50,000.00 | 44.78% | 12,330.08 | 181.60% | 12,330.00 | 181.60% | 12,330.08 | 181.60% |
| Retirement Payback | 428,056.88 | | | 428,056.88 | | 359,830.00 | 118.96% | | | | | | |
| 2311-6352 Board Liability Insurance | 10,971.50 | | | 10,971.50 | | 38,999.38 | 28.13% | 67,750.29 | 16.19% | 22,610.50 | 48.52% | 22,610.50 | 48.52% |
| 2321-6271 Exec Admin Unemployment | 0.00 | | | 0.00 | | 0.00 | | 20,000.04 | 0.00% | | | 20,000.04 | 0.00% |
| 2321-6319 Exec Admin Professional Services | 206,150.58 | | | 206,150.58 | | 66,305.43 | 310.91% | 483,101.88 | 42.67% | 509,765.94 | 40.44% | 509,765.98 | 40.44% |
| 2321-6343 Exec Admin Travel | 27,339.49 | | | 27,339.49 | | 4,500.00 | 607.54% | | | 0.00 | | | |
| 2321-6361 Exec Admin Communications | 0.00 | | | 0.00 | | 4,924.80 | 0.00% | | | | | | |
| 2321-6371 Exec Admin Dues and Memberships | 1,028.50 | | | 1,028.50 | | 3,662.50 | 28.08% | 4,620.00 | 22.26% | 4,620.00 | 22.26% | 4,620.00 | 22.26% |
| 2321-6391 Exec Admin Platforms | 39,931.85 | | | 39,931.85 | | 0.00 | | | | 0.00 | | | |
| 2321-6411 Exec Admin Supplies | 15,596.06 | | | 15,596.06 | | 6,078.58 | 256.57% | 13,306.16 | 117.21% | 13,306.16 | 117.21% | 13,306.16 | 117.21% |
| 2321-6412 Exec Admin Tech Supplies | 4,989.29 | | | 4,989.29 | | 838.19 | 595.25% | | | 0.00 | | | |
| 2322-6319 Community Engage./Stud Recruit Services | 13,938.99 | | | 13,938.99 | | | | | | | | | |
| 2322-6411 Community Service Supplies | 3,824.49 | | | 3,824.49 | | | | | | | | | |
| 2331-6316 IT Admin Data Processing | 0.00 | | | 0.00 | | 34,800.00 | 0.00% | 48,528.00 | 0.00% | 41,236.96 | 0.00% | 41,236.96 | 0.00% |
| 2331-6319 IT Admin Professional Services | 21,810.59 | | | 21,810.59 | | 14,567.40 | 149.72% | | | 0.00 | | | |
| 2331-6338 IT Admin Tech Rental | 3,508.28 | | | 3,508.28 | | 3,349.30 | 104.75% | 3,186.00 | 110.12% | 3,186.00 | 110.12% | 3,186.00 | 110.12% |
| 2331-6412 IT Admin Tech Supplies | 8,831.50 | | | 8,831.50 | | 7,527.68 | 117.32% | 62,758.00 | 14.07% | 6,758.02 | 130.68% | 6,758.02 | 130.68% |
| 2511-6319 Business Office Professional Services/platforms | 80,395.43 | | | 80,395.43 | | 63,039.49 | 127.53% | 119,950.00 | 67.02% | 120,750.04 | 66.58% | 108,425.12 | 74.15% |
| 2511-6411 Business Office Supplies | 2,615.98 | | | 2,615.98 | | | | | | | | | |
| 2691-6398 Fundraising Purch Serv | 1,380.15 | | | 1,380.15 | | 0.00 | | 1,000.00 | 138.00% | 1,000.00 | 138.02% | 1,000.08 | 138.00% |
| Total 0000-6XXX-6 Office and Business Expense | $ 905,760.38 | $ | 0.00 $ | 0.00 $ | 905,760.38 | $ 683,672.75 | 132.48% | $ 850,905.53 | 106.45% | $ 756,163.62 | 119.78% | $ 763,838.94 | 118.58% |
| **0000-6XXX-7 Transportation** | | | | | | | | | | | | | |
| 2551-6319 Contracted Pupil Transportation Professional Services | 0.00 | | | 0.00 | | 3,750.00 | 0.00% | | | 0.00 | | | |
| 2553-6341 Contracted Pupil Transportation-Disabled | 11,136.00 | | | 11,136.00 | | 286.67 | 3884.61% | | | 0.00 | | | |
| 2551-6342 Other Contracted Pupil Transportation - Non-Route | 6,948.25 | | | 6,948.25 | | 7,920.00 | 87.73% | 5,940.00 | 116.97% | 5,940.00 | 116.97% | 5,940.00 | 116.97% |
| Total 0000-6XXX-7 Transportation | $ 18,084.25 | $ | 0.00 $ | 0.00 $ | 18,084.25 | $ 11,956.67 | 151.25% | $ 5,940.00 | 304.45% | $ 5,940.00 | 304.45% | $ 5,940.00 | 304.45% |
| PayPal Fees | | | | 0.00 | | | | | | | | | |
| Total Expenditures | $ 4,445,705.22 | $ 1,264,713.99 | $ 0.00 | $ 5,710,419.21 | | $ 9,516,145.52 | 60.01% | $ 5,118,455.21 | 111.57% | $ 4,918,484.70 | 116.10% | $ 4,926,164.96 | 115.92% |
| Net Revenue | -$ 1,566,468.61 | $ | 0.00 $ | 0.00 -$ | 1,566,468.61 | -$ 769,189.18 | 203.65% | $ 2,995,461.72 | -52.29% | $ 2,969,571.89 | -52.75% | $ 3,980,684.75 | -39.35% |

# Coversheet

## 2022 Audit

**Section:**          II. Finance Committee Updates
**Item:**             B. 2022 Audit
**Purpose:**
**Submitted by:**
**Related Material:**  Financial Statement Audit.pdf

FINANCIAL STATEMENTS

June 30, 2022

## CONTENTS

**keb**

Kerber, Eck & Braeckel LLP    P 314.231.6232
One South Memorial Drive    F 314.880.9307
Suite 900
St. Louis, MO 63102

**Independent Auditors' Report**

Board of Directors
Kairos Academies

**Report on the Financial Statements**

**Opinion**

We have audited the financial statements of Kairos Academies, which comprise the statement of assets, liabilities and net assets – modified cash basis as of June 30, 2022, the related statements of revenues, expenses and changes in net assets – modified cash basis, functional expenses – modified cash basis, and cash flows – modified cash basis for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and net assets – modified cash basis of Kairos Academies and as of June 30, 2022, and its revenues, expenses and changes in net assets – modified cash basis and its cash flows for the year then ended in accordance with the modified cash basis of accounting as described in Note B.

**Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Governmental Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Kairos Academies and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Emphasis of Matter-Basis of Accounting**

We drew attention to Note B of the financial statements, which described the basis of accounting. The financial statements are prepared on the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

**Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting as described in Note B, and for determining that the modified cash basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Kairos Academies ability to continue as a going concern for one year after the date that the financial statements are issued.

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**Auditors' Responsibilities for the Audit of the Financial Statements**
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Governmental Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Governmental Auditing Standards*, we:

• Exercise professional judgment and maintain professional skepticism throughout the audit.

• Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Kairos Academies' internal control. Accordingly, no such opinion is expressed.

• Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

• Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Kairos Academies' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

**Other Information**
Management is responsible for the other information. The other information comprises the schedule of revenues, expenditures, and changes in fund balances – cash basis – governmental funds, schedule of revenues collected by source –cash basis – governmental funds, and schedule of expenditures paid by object –cash basis – governmental funds but does not include the financial statements and our auditors' report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 28, 2022 on our consideration of Kairos Academies' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of this report is solely to describe the scope of our testing, and not to provide an opinion on the effectiveness of Kairos Academies' internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Kairos Academies' internal control over financial reporting and compliance.

*Kerber, Eck & Braeckel LLP*

St. Louis, Missouri
December 28, 2022

**Kairos Academies**
**STATEMENT OF ASSETS, LIABILITIES, AND NET ASSETS -**
**MODIFIED CASH BASIS**
**June 30, 2022**

| | | |
|---|---|---:|
| **ASSETS** | | |
| Cash and cash equivalents | $ | 3,238,721 |
| Property and equipment, net | | 390,805 |
| | | |
| Total assets | $ | 3,629,526 |
| | | |
| **LIABILITIES AND NET ASSETS** | | |
| Liabilities | | |
| Accrued personnel costs | $ | 31,566 |
| | | |
| Net assets | | |
| Without donor restrictions | | 3,571,099 |
| With donor restrictions | | 26,861 |
| | | |
| Total net assets | | 3,597,960 |
| | | |
| Total liabilities and net assets | $ | 3,629,526 |

The accompanying notes are an integral part of this financial statement.

**Kairos Academies**
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS -**
**MODIFIED CASH BASIS**
**Year ended June 30, 2022**

|  | Without donor restrictions | With donor restrictions | Total |
|---|---|---|---|
| **REVENUES** | | | |
| Federal revenue | $ 2,677,513 | $ 102,352 | $ 2,779,865 |
| State revenue | 3,990,670 | - | 3,990,670 |
| Local revenue | 929,065 | - | 929,065 |
| Other | 2,804 | - | 2,804 |
| Released from restrictions | 75,491 | (75,491) | - |
| Total revenues | 7,675,543 | 26,861 | 7,702,404 |
| **EXPENSES** | | | |
| Program services | 4,777,569 | - | 4,777,569 |
| Management and general | 1,141,116 | - | 1,141,116 |
| Total expenses | 5,918,685 | - | 5,918,685 |
| INCREASE IN NET ASSETS | 1,756,858 | 26,861 | 1,783,719 |
| **Net assets at July 1, 2021** | 1,814,241 | - | 1,814,241 |
| **Net assets at June 30, 2022** | $ 3,571,099 | $ 26,861 | $ 3,597,960 |

The accompanying notes are an integral part of this financial statement.

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**Kairos Academies**
**STATEMENT OF FUNCTIONAL EXPENSES – MODIFIED CASH BASIS**
**Year ended June 30, 2022**

| | Program services | Management and general | Total |
|---|---|---|---|
| Salaries | $ 912,903 | $ 9,311 | $ 922,214 |
| Payroll taxes and benefits | 293,908 | 4,192 | 298,100 |
| Conferences, meeting and travel | 62,862 | 1,723 | 64,585 |
| Contract and professional fees | 2,309,338 | 847,117 | 3,156,455 |
| Depreciation | 51,681 | 9,692 | 61,373 |
| Student transportation | 1,655 | - | 1,655 |
| Food service | 93,700 | - | 93,700 |
| Supplies | 20,087 | 22,224 | 42,311 |
| Insurance | - | 20,360 | 20,360 |
| Occupancy | 196,646 | 61,050 | 257,696 |
| Textbook and educational materials | 181,324 | - | 181,324 |
| Telephone and communications | - | 2,081 | 2,081 |
| Rent expense | 653,465 | 163,366 | 816,831 |
| Total expenses | $ 4,777,569 | $ 1,141,116 | $ 5,918,685 |

The accompanying notes are an integral part of this financial statement.

**Kairos Academies**
**STATEMENT OF CASH FLOWS - MODIFIED CASH BASIS**
**Year ended June 30, 2022**

**Cash flows from operating activities**

| | | |
|---|---|---:|
| Increase in net assets | $ | 1,783,719 |
| Depreciation expense | | 61,373 |
| Adjustments to reconcile change in net assets to net cash provided by operating activities | | |
| Change in assets and liabilities | | |
| Increase in accrued personnel costs | | 28,920 |
| Net cash provided by operating activities | | 1,874,012 |

**Cash flows from investing activities**

| | | |
|---|---|---:|
| Purchase of property and equipment | | (423,057) |
| INCREASE IN CASH AND CASH EQUIVALENTS | | 1,450,955 |
| **Cash and cash equivalents at July 1, 2021** | | 1,787,766 |
| **Cash and cash equivalents at June 30, 2022** | $ | 3,238,721 |

The accompanying notes are an integral part of this financial statement.

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**Kairos Academies**
**NOTES TO FINANCIAL STATEMENTS**

## NOTE A | NATURE OF ORGANIZATION

*Nature of Organization*

Kairos Academies (the School) was incorporated on November 14, 2016. The School is a not-for-profit corporation, organized under the laws of the State of Missouri.  The School is a tuition-free public charter school in St. Louis, Missouri for students in grades five through twelve. In the current year, the School served grades five through eight and plans to add additional grade levels, annually.

Under the RSMo, the Missouri Charter Public School Commission (Sponsor) granted the School a charter effective until June 30, 2023. The sponsorship agreement is renewable by mutual agreement provided that the School is in compliance with the terms of the charter agreement and unless a written notice of non-renewal is given by either party. During the term of the charter, the Sponsor may also terminate that charter if good cause is shown.

The mission of the School is to develop students not just into freethinkers, ready to thrive in a modern economy, but self-governing citizens, ready to lead both themselves and their communities.

## NOTE B | SUMMARY OF ACCOUNTING POLICIES

*Basis of Accounting*

The accompanying financial statements have been prepared on the modified cash basis of accounting. This is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America. That basis differs from generally accepted accounting principles in that certain assets (such as contributions receivable), certain revenues (such as revenue earned but not yet collected), certain liabilities (such as accounts payable), and certain expenses (such as expenses for goods or services received but not yet paid) are not included in these financial statements.

*Cash and Cash Equivalents*

Cash and cash equivalents consist of cash and highly liquid investments with maturities, when acquired, of three months or less.

**Kairos Academies**
**NOTES TO FINANCIAL STATEMENTS**

*Property and Equipment*

Property and equipment are recorded at historical cost. The School capitalizes all purchases of property and equipment in excess of $5,000. Depreciation is computed using the straight-line method over the estimated useful lives of the property and equipment which range from 5 – 7 years.

*Net Assets*

Net assets, revenues, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor restrictions.

Net Assets With Donor Restrictions – Net assets subject to donor-imposed restrictions. Some donor restrictions are temporary in nature, such as those that will be satisfied by actions of the School or passage of time. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates resources be maintained in perpetuity. The donors of these resources may permit the School to use all or part of the income earned, including capital appreciation, on related investments for purposes with or without restrictions.

The School reports contributions restricted by donors as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions, depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are re-classified to net assets without donor restrictions and reported in the Statement of Revenues, Expenses, and Changes in Net Assets – Modified Cash Basis as net assets released from restrictions.

*Governmental Funding*

Revenue from federal, state, or local grants and contracts are recognized as revenue when expenses are incurred and billed.

*Functional Expenses*

The cost of providing programs and supporting services have been summarized on a functional basis in the Statement of Revenues, Expenses, and Changes in Net Assets – Modified Cash Basis. The Statement of Functional Expenses – Modified Cash Basis presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among programs and supporting services benefited as disclosed in Note G.

**Kairos Academies**
**NOTES TO FINANCIAL STATEMENTS**

*Use of Estimates*

The preparation of the financial statements in conformity with the modified cash basis of accounting requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities and changes therein, and disclosures in the financial statements. Actual results could differ from those estimates.

*Income Taxes*

The School is a not-for-profit organization under Section 501(c)(3) of the Internal Revenue Code and is exempt from income taxes on related income under Section 501(a) of the Code. The School files federal informational returns which are subject to audit by the Internal Revenue Service generally for a period of three years from the date they are to be filed.

**NOTE C | RISKS AND UNCERTAINTIES**

The School is exposed to various risks of loss from torts, theft of, damage to, and destruction of assets; injuries to employees; and natural disasters. The School maintains commercial insurance, with limitation, to protect it from such risks.

Amounts received from grants or contracts by outside agencies are subject to audit and adjustment by grantor agencies, principally the Missouri Department of Elementary and Secondary Education and the federal government. Any disallowed amounts, including amounts already collected, may constitute a liability of the School.  The amounts, if any, which may be disallowed by any grantors cannot be determined at this time.  Management believes any such amount would not have a material effect on the accompanying financial statements.

**NOTE D | LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS**

Financial assets and liquidity resources available within one year for general expenditures consisted of cash and cash equivalents which totals $3,238,721 at June 30, 2022 of which $26,861 is restricted for Innovative Approaches to Literacy grant monies due to being received and not spent by fiscal year end. As part of liquidity management, the School has policies to structure financial assets to be available as general expenditures, liabilities, and other obligations come due.

**Kairos Academies**
**NOTES TO FINANCIAL STATEMENTS**

**NOTE E | PROPERTY AND EQUIPMENT**

Property and equipment consists of the following at June 30, 2022:

| | | |
|---|---|---|
| Building and improvements | $ | 452,178 |
| Less accumulated depreciation | | (61,373) |
| | $ | 390,805 |

**NOTE F | CONCENTRATION OF CREDIT RISK**

The School's cash and cash equivalent balances at times may exceed federally insured limits. The School has not experienced any losses due to this exposure.

**NOTE G | FUNCTIONAL EXPENSES**

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. Salaries, payroll taxes and benefits are allocated based on time and effort expended. Depreciation and certain occupancy costs based on estimated square footage unless directly allocated to program. The remaining expenses are allocated directly.

**NOTE H | RETIREMENT PLAN AND SETTLEMENT AGREEMENT**

The School contributes to the Public School Retirement System of the City of St. Louis (Retirement System), a cost-sharing, multi-employer defined benefit pension plan.  Participation is mandatory for employees of the St. Louis, Missouri Public School District, the St. Louis Public Library, and the Public School Retirement System under Missouri Revised Statues, Chapter 105 and 169.

The Retirement System members were required to contribute 9.00% of covered school compensation for the year ended June 30, 2022. The School was required to contribute 14.50% of covered school compensation for the period July 1, 2021 through December 31, 2021 and 14.00% for the period January 1, 2022 through June 30, 2022. The employee and employer contribution rates are determined by the Plan's statute.

The total employer contributions to plan for the year ended June 30, 2022 was $165,979.

During fiscal year 2022 the School entered into a settlement agreement with the Retirement System for unpaid principal contributions and deductions as determined by a payroll examination for 2019 through 2022.  A total amount of $775,628 is owed to the Retirement System by Kairos Academies. This amount is made up of principal delinquency, interest, audit costs, and attorneys' fees. The first payment in the amount of $150,000 is due on August 30, 2022 with quarterly payments of $69,514 starting on September 30, 2022.  A final quarterly payment of $69,514 is due on September 30, 2024.

**Kairos Academies**
**NOTES TO FINANCIAL STATEMENTS**

### NOTE I | OPERATING LEASES

On August 15, 2019, the School entered into a lease agreement with Concordia Publishing House for educational facilities located in St. Louis, MO. The original lease term was for four years and required a security deposit in the amount of $23,750. The lease has subsequently been amended to add additional building space, a recreational court, and extend the lease to a total of six years. Per the lease agreement, the annual rent is increased by the consumer price index. Additionally, the lease agreement provides for renovation reimbursements of $1,053,000 and a construction contract in the amount of $1,410,080. During fiscal year 2022, a third amendment was made to the lease to rent an additional 17,300 square feet of the building resulting in additional rent of $263,825 annually. The lease provides for certain lease extensions and a buyout feature related to certain floors of the lease. Total rent expense related to this lease was $816,831 for the year ended June 30, 2022.

On March 19, 2020, the school entered into a copier lease agreement with Sumner One. The lease requires 60 monthly payments of $233 and matures March 18, 2025. Rent expense related to this lease was $2,791 for the year ended June 30, 2022.

Future minimum lease commitments are as follows:

| Year ending June 30, | Building Lease | Copier Lease |
|---|---|---|
| 2023 | $ 1,285,830 | $ 2,791 |
| 2024 | 1,319,705 | 2,791 |
| 2025 | 1,319,705 | 2,097 |
| 2026 | 1,066,174 | - |
| 2027 | 1,066,174 | - |
| Thereafter | 2,665,435 | - |
| | $ 8,723,023 | $ 7,679 |

### NOTE J | RELATED PARTIES

During the year ended June 2022, the School entered into an agreement to formalize services provided to the School by Kairos Academies Vanguard. Kairos Academies Vanguard (KAV) was incorporated on June 10, 2019, as a not-for-profit corporation organized under the laws of the State of Missouri. The mission of KAV is to support educational incentives dedicated to developing children in the pedagogical philosophy of the Kairos Method, as pioneered by Kairos Academies. KAV is currently only providing services to the School. The agreement entitles KAV to provide comprehensive professional services that are critical to successfully planning and implementing a financially, operationally, and academically sound school model. Services include, but are not limited to, executive leadership, instructional, and operational management services. Under the agreement, Kairos Academies will compensate KAV $282,480 per month for these services. Services and fees stated within the formal agreement were effective from April 1, 2022 through June 30, 2022. However, services were being performed and paid to cover the services on the formal agreement prior to April 1, 2022. Total professional services paid to KAV for the year ended June 30, 2022 were $2,087,967.

**Kairos Academies**
**NOTES TO FINANCIAL STATEMENTS**

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**NOTE K | NET ASSETS WITH DONOR RESTRICTIONS**

Net assets with donor restrictions at June 30, 2022 consisted of $26,861 received in excess of related expenditures paid for the purpose of Innovative Approaches to Literacy. A total of $102,352 were received in the current year for this purpose and a total of $75,491 released from restriction as presented in the Statement of Revenues, Expenses, and Changes in Net Assets-Modified Cash Basis.

**NOTE L | SUBSEQUENT EVENTS**

In preparing the financial statements, the School has evaluated events and transaction for potential recognition or disclosure through December 28, 2022, the date which the financial statements were available to be issued.

During December 2022, the School entered into two purchase and sales agreements related to the expansion and new location for the School instruction and administrative offices totaling $2.68 million. The School has 90 days from execution of the agreements to complete due diligence, inspection and to obtain financing related to the property acquisition.

**Kairos Academies**
**SCHEDULE OF REVENUE, EXPENSES, AND CHANGES IN FUND BALANCES – CASH BASIS**
**GOVERNMENTAL FUNDS – UNAUDITED**
**Year ended June 30, 2022**

| | General | Special Revenue | Capital Projects | Total Funds |
|---|---|---|---|---|
| **Revenues** | | | | |
| Local | $ 682,261 | $ 243,935 | $ - | $ 926,196 |
| State | 3,033,260 | 957,410 | - | 3,990,670 |
| Federal | 2,779,865 | - | - | 2,779,865 |
| Other | 2,804 | - | - | 2,804 |
| Total revenues | 6,498,190 | 1,201,345 | - | 7,699,535 |
| **Expenditures** | | | | |
| Instruction | 1,236,116 | 1,194,848 | - | 2,430,964 |
| Student Services | 92,521 | - | - | 92,521 |
| Instructional Staff Support | 387,536 | 6,497 | - | 394,033 |
| General Administration | 1,096,329 | - | - | 1,096,329 |
| Building Administration | 443,634 | - | - | 443,634 |
| Operation of Plant | 1,040,565 | - | 149,821 | 1,190,386 |
| Transportation | 1,655 | - | - | 1,655 |
| Food Service | 93,700 | - | - | 93,700 |
| Community Services | 227,066 | - | - | 227,066 |
| Total expenditures | 4,619,122 | 1,201,345 | 149,821 | 5,970,288 |
| **Excess of revenues over expenditures** | 1,879,068 | - | (149,821) | 1,729,247 |
| **Other sources (uses)** | | | | |
| Transfers in (out) | (149,821) | - | 149,821 | - |
| **Net change in fund balance** | 1,729,247 | - | - | 1,729,247 |
| **Fund balances at July 1, 2021** | 1,785,119 | - | - | 1,785,119 |
| **Fund balances at June 30, 2022** | $ 3,514,366 | $ - | $ - | $ 3,514,366 |

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**Kairos Academies**
**SCHEDULE OF REVENUE COLLECTED BY SOURCE – CASH BASIS –**
**GOVERNMENTAL FUNDS - UNAUDITED**
**Year ended June 30, 2022**

| | General Fund | Special Revenue | Capital Projects | Total |
|---|---|---|---|---|
| **Local** | | | | |
| Prop C | $ 81,312 | $ 243,935 | $ - | $ 325,247 |
| Earnings on investment | 2 | - | - | 2 |
| Food service | 12,216 | - | - | 12,216 |
| Student activities | 5,558 | - | - | 5,558 |
| Contributions and grant revenue | 563,835 | - | - | 563,835 |
| Other | 19,338 | - | - | 19,338 |
| Total local | 682,261 | 243,935 | - | 926,196 |
| **State** | | | | |
| Basic formula | 2,925,072 | 957,410 | - | 3,882,482 |
| Basic formula - classroom trust fund | 108,188 | - | - | 108,188 |
| Total state | 3,033,260 | 957,410 | - | 3,990,670 |
| **Federal** | | | | |
| Medicaid | 16,968 | - | - | 16,968 |
| ARP - ESSER III | 1,382,499 | - | - | 1,382,499 |
| CRRSA - ESSER II | 242,797 | - | - | 242,797 |
| IDEA | 95,313 | - | - | 95,313 |
| Food service | 66,760 | - | - | 66,760 |
| Title I - ESEA | 73,511 | - | - | 73,511 |
| Title II, Part A&B, ESEA | 7,991 | - | - | 7,991 |
| Title IV A | 7,220 | - | - | 7,220 |
| Child nutrition program | 6,104 | - | - | 6,104 |
| Other - federal | 880,702 | - | - | 880,702 |
| Total federal | 2,779,865 | - | - | 2,779,865 |
| **Other Revenue** | | | | |
| Transportation from other LEAs | 2,804 | - | - | 2,804 |
| Total other revenue | 2,804 | - | - | 2,804 |
| Total revenues | $ 6,498,190 | $ 1,201,345 | $ - | $ 7,699,535 |

**Kairos Academies**
**SCHEDULE OF EXPENDITURES PAID BY OBJECT – CASH BASIS –**
**GOVERNMENTAL FUNDS - UNAUDITED**
**Year ended June 30, 2022**

|  | General Fund | Special Revenue | Capital Projects | Total Funds |
|---|---|---|---|---|
| Salaries | $ 14,041 | $ 908,173 | $ - | $ 922,214 |
| Employee benefits | 4,928 | 293,172 | - | 298,100 |
| Purchased services | 4,233,906 | - | - | 4,233,906 |
| Supplies and materials | 366,247 | - | - | 366,247 |
| Capital outlay | - | - | 149,821 | 149,821 |
|  | $ 4,619,122 | $ 1,201,345 | $ 149,821 | $ 5,970,288 |

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# Coversheet

## Strategic Planning Update

**Section:**                    III. Executive Committee Updates
**Item:**                       A. Strategic Planning Update
**Purpose:**
**Submitted by:**
**Related Material:**           Untitled presentation.pdf

# Kairos Strategic Planning

Board Meeting, January 26, 2023
Simmons Lettre Consulting, LLC

# Partnership Objectives

Goal I: Design and launch Listening Tour for KG during his first 90 days. (COMPLETE)

Goal 2: Create strategic plan for Kairos including growth plan, goals, vision, and values. (IN PROGRESS)

Goal 3: Create Kairos Academies network playbook for opening a new school, allowing leaders to easily replicate planning and launch of future campuses. (SPRING-SUMMER)

# DRAFT Ad Hoc Strategic Planning Committee Charge

Make sure board has voted to create

Members:
- Aaron
- Whitney
- Katie
- Khalil
- Jack

The Kairos Academy Ad Hoc Strategic Planning Steering Committee will lead the Kairos' board's participation in the development of a strategic plan for our school. This plan will outline the long-term goals for Kairos and its growth, and will be completed by June 2023.

Specifically, the committee will:
- Meet for one hour monthly from November 2022-June 2023 or participate in other meetings with community and board members as needed.
- Provide regular input into the strategic planning process, findings, and product.
- Solicit input from the full board throughout the process to ensure all board members share their ideas, feedback, and perspective on the plan.
- Reach out to community members as needed to solicit input and build support for our strategic plan.
- Propose a draft strategic plan that the full board will discuss and approve by June 2023.

Once the strategic plan is approved, the ad hoc committee will disband.

# Goal 2: Create Strategic Plan for Kairos including growth plan, goals, vision, and values

October 2022–June 2023

# Phases of Kairos Strategic Planning

- **SWOT** (Strengths, Weaknesses, Opportunities, and Threats) Analysis in process (COMPLETE)
- **Reflection and review of mission, vision, values**
  - Board will reflect on Kairos mission, vision and values, how they have influenced our success so far, and whether need tweaks to further our impact
- Draft Strategic Plan, iterate based on stakeholder and board input, and board ultimately **approves strategic plan.**
- **Design systems to** communicate plan and monitor progress toward goals
- **Draft playbook** for opening new campuses, to ensure prepared to grow thoughtfully.

# Reminder: Kairos community input essential to process.

**Board**: votes to approve mission, vision, high-level goals

**Ad hoc Strategic Planning Committee** leads the week-to-week process to create strategic plan. Committee dissolves after board approves the plan.

**Faculty Advisory** provides input into mission, vision, high-level goals and gives feedback on draft plan. Intentionally designed group represents many different stakeholders in our school.

**Partner/Outside Stakeholder Advisory** provides input into mission, vision, high-level goals and gives feedback on draft plan. Includes funders and other key partners.

**Listening tour of full Kairos community** provides ongoing input to identify Kairos current strengths and weaknesses to inform how to move forward. Includes founding and newer Kairos families and students.

# Reflection on SWOT/Feedback

Over 40 people shared their input through design sessions, surveys, and interviews.

As you read the SWOT…

- What resonates and what surprises you?
- Are we missing anything?
- Where does this tell us our future strategy should focus?

# SWOT: Strengths and weaknesses

Bold=Most Impactful

**STRENGTHS**

- **Founding vision of Kairos was unique, clear, and "exceptional."**
- **Student academic growth is strong: 4th highest in St. Louis**
- **The Kairos faculty are skilled and care deeply about the students and the school.**
- **Coaching/mentoring model develops students holistically and builds deep relationships with families.**
- Self-directed, project-based academic model gives students authentic agency and prepares them intellectually.
- Accepting community/student culture.
- Diverse by design.
- The governing board is committed, growing, and becoming more diverse to mirror Kairos' value of diverse-by-design and demographics of student population.
- Strong fundraising and stable financial position.
- Excellent partners and relationships that can help further achieve our mission such as The Opportunity Trust and Charter School Growth Fund
- Kairos runs on an entrepreneurial mindset.

**WEAKNESSES**

- **Perception that Kairos is not delivering on its promises or original vision, and cannot articulate its value proposition.**
- **Historically, Kairos did not have the systems to operationalize visionary model.**
- **Significant leadership turnover may threaten ability to deliver on original mission.**
- **Staff and teacher morale, retention and quality are not consistently strong across all grades**, and there is emerging tension between founding and new staff.
- Vision, model, expectations, quality of instruction, and accountability  is implemented inconsistently across classrooms
- Our model is expensive compared to other charters b/c mentoring, academic model requires significant PD for new teachers
- Quality of instruction, academic success, and accountability is inconsistent.
- Lack of planning for scale.
- Facilities and transportation do not meet growing student needs.
- DEI is not as strong as it needs to be across Kairos.
- Students are concerned about safety at Kairos.
- Students believe the high school does not feel like a high school, but just an extension of middle school.
- Communication with stakeholders is lacking
- Some on faculty advisory perceive Kairos working conditions to be insufficient compared to other schools.

# SWOT: Opportunities and Threats

**OPPORTUNITIES**
- **There is a massive market gap between parent demand and high quality schools in St. Louis. If Kairos can demonstrate high quality, it will help fill that gap.**
- Shifting educational landscape in St Louis.
- New facility and school growth could bring opportunity to demonstrate Kairos innovation and excite and connect community stakeholders.
- Be the proof point in the growing movement re the power of student agency.
- Invest in broader community engagement to become a hub in our community and attract more neighborhood families.
- Maximize fundraising and partnership opportunities.

**THREATS**
- **St Louis is not a charter-friendly environment**, it is ever shifting, and creates an "us vs them" mentality.
- **Competition from other charter schools** at a time when the school-age population is decreasing.
- The charter sector nationally and locally is experiencing **labor issues including a teacher shortage, unionizing**, and low pay.
- Community perception after negative press.
- Low bar for education in St Louis generally.Security and safety from the outside world, school shootings, etc.
- Potential of overextending financially.
- Threat of failing to deliver on founders' vision.
- Lack of succession planning.

# Leadership has already been taking steps to address key weaknesses, and will continue to work to leverage strengths and address challenges

| SWOT-identified weakness | Steps already in process |
|---|---|
| **Perception that Kairos is not delivering on its promises or original vision, and cannot articulate its value proposition. Lack of planning for scale.** | <ul><li>Review of original charter and effectiveness of key programs to identify needed changes and innovations</li><li>Launched strategic planning process</li><li>Network investment in Summit Learning (All leaders)</li></ul> |
| **Historically, Kairos did not have the systems to operationalize visionary model.** | <ul><li>Operating mechanisms aligned at all school levels ( Huddles, Tacticals, etc.)</li><li>Leadership development training to develop leaders in key levers for change</li></ul> |
| **Significant leadership turnover may threaten ability to deliver on original mission.** | <ul><li>Hiring of Director of Talent to lead talent engagement process</li><li>Implementation of staff performance framework to norm on development opportunities</li><li>Review of compensation and rewards with staff feedback</li></ul> |
| **Staff and teacher morale, retention and quality are not consistently strong across all grades** | <ul><li>Implementation of org health survey and action planning team lead by outside consultant</li><li>Monthly staff engagement opportunities led by network team</li><li>Listening tour with CEO quarterly</li></ul> |
| Quality of instruction, academic success, and accountability is inconsistent. | <ul><li>Investment in Managing Director of Schools to lead academic renewal</li><li>School leader coaching in instructional leadership with local and external resources</li><li>CEC led instructional monthly training for all school based instructional leaders</li></ul> |

# Next Steps for Strategic Planning: Summary

| Month | Activities | Ask for Feedback From |
|---|---|---|
| **February** | **Share SWOT with Key Advisors**<br>**Mission, Vision, Values, Value Proposition**<br>● Ad Hoc Committee discussion<br>● Board discussion | Faculty/Stakeholder Advisory<br>Ad Hoc Committee/Board |
| **March** | **Draft 1 of Strategic Plan**<br>● Mission, vision, values, value prop<br>● Headline goals, objectives | Faculty Advisory<br>Student Advisory<br>Stakeholder Advisory<br>Ad Hoc Committee/Board |
| **April** | **Draft 2 of Strategic Plan**<br>● Incorporate feedback from advisors<br>● Draft phasing of plan<br>● Update Plan | Faculty Advisory<br>Student Advisory<br>Stakeholder Advisory<br>Ad Hoc Committee/Board |
| **May** | **Final Draft of Strategic Plan**<br>● Incorporate feedback from advisors<br>● Send to board for final discussion and feedback | Ad Hoc Committee/Board |
| **June** | **Board votes on Strategic Plan**<br>**Strategic plan shared with community**<br>**LT aligns 2023-24 goals**, writes implementation plan | Ad Hoc Committee/Board |

# Questions and next steps

Questions:

- Dr. Graham

- Simmons Lettre

    simmons@lettreconsulting.com

# Coversheet

## POSSIP

**Section:**            V. Program Committee Updates
**Item:**                A. POSSIP
**Purpose:**
**Submitted by:**
**Related Material:**     JanPossip.png

## Families

| | Goals: | 60% participation | Kairos | 85% posititive Middle School | High School |
|---|---|---|---|---|---|
| Sample | Running Ave | 15% | 49% | 44% | 53% |
| Parents | 10/9 | 23% | 58% | 52% | 65% |
| Parents | 10/23 | 17% | 44% | 32% | 57% |
| Parents | 11/20 | 15% | 41% | 41% | 42% |
| Parents | 12/4 | 11% | 49% | 47% | 50% |
| Parents | 12/18 | 9% | 54% | 47% | 50% |
| Parents | 1/15 | | | | |

## Staff

| | Goals: | 60% participation | Kairos | 85% posititive Middle School | High School |
|---|---|---|---|---|---|
| Sample | Running Ave | 31% | 18% | 15% | 21% |
| Staff | 10/30 | 33% | 30% | 30% | 30% |
| Staff | 12/4 | 30% | 6% | 0% | 11% |

**Family Sentiment**

**Family Response Rate**

**Staff Sentiment**

**Staff Response Rate**

# Coversheet

## IXL

**Section:** V. Program Committee Updates
**Item:** B. IXL
**Purpose:**
**Submitted by:**
**Related Material:** IXL 1-pager.pdf

# IXL Fundamentals

Cycle 3, 2022-2023

IXL is a software program Kairos uses to supplement our curriculum and core content. Kairos coaches assign **personalized skills** to students based on their most recent NWEA performance and/or their desired learning goals. Regular practice on **IXL builds fluency in math and English**, preparing students for success in Kairos classes and beyond. Kairos recommends scholars spend 30 minutes per day building fluency.

Cycle 3 Progress Reports will include **a grade for Fundamentals**. Students, with guidance from their coach, are expected to complete their IXL skills in cycle 3 during self direction (SD), Choice, or at home. Students are expected to work not on any skills, but the **specific skills their coach assigns** them (because they are aligned to the student's ability level and the coach knows best what the student needs). Coaches will check in with students throughout the cycle to make sure they are progressing on the correct skills and will verify their performance at the end of the cycle.

When students work on an IXL skill, they have a "Smart Score" that represents their progress toward mastery. They start at 0, with every question they get right, their score increases. When they answer questions incorrectly, their score decreases. They reach "proficiency" when they earn a Smart Score of 80. At a Smart Score of 90 is considered "excellence", and they enter "Challenge Zone," which includes the most challenging questions types associated with the skill. Students earn "mastery" when they reach a **Smart Score of 100**. Kairos requires students to earn Mastery to earn credit for the skills. Each grade has a different number of required skills each cycle, see the table below for more information. The **deadline for the Cycle 3 incentive is December 16** at 5:00pm, the last day of the cycle.

### Show Me the IXL: Cycle 3 Incentive
- Scholars who have a Smart Score of 100 in the required number of math and English skills will earn an **Amazon Gift Card** to use this holiday season!

| Grade | Fundamentals Course Requirements | Cycle 3 Incentive Smart Score of 100 |
|-------|----------------------------------|--------------------------------------|
| 5th | 2 math skills and 2 English skills | 6 math assigned skills and 6 English assigned skills |
| 6th | 3 math skills and 3 English skills | 9 math assigned skills and 9 English assigned skills |
| 7th | 4 math skills and 4 English skills | 12 math assigned skills and 12 assigned English skills |
| 8th | 5 math skills and 5 English skills | 15 math assigned skills and 15 English assigned skills |
| 9th | 6 math skills and 6 English skills | 18 math assigned skills and 18 English assigned skills |

Coaches can change the Fundamentals requirements for podlings by submitting a request.

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

# Coversheet

## Summit Learning

**Section:**                    V. Program Committee Updates
**Item:**                          C. Summit Learning
**Purpose:**
**Submitted by:**
**Related Material:**
Kairos Middle School Data Dashboard SY22-23 - Dashboard.pdf

| | | Middle School | High School |
|---|---|---|---|
| **Coaching Last Week** | Students | 282 | 129 |
| | ** % Checked In ** | 56.0% | 38.8% |
| | Missed Check Ins | 124 | 79 |
| | # Staff w/ 100% | 9 | 2 |
| | # Staff w/ 0% | 16 | 6 |
| | Week of | 1/9/2023 | 1/9/2023 |
| **Summit Last Week** | Cog Skill Average | 2.11 | 2.90 |
| | ** Course Average ** | 74.0% | 70.7% |
| | # Overdue Projects | 0.39 | 1.47 |
| | ** # Overdue PFAs ** | 3.01 | 5.02 |
| | # of Students earning Cycle 4 Incentive (5 PFAs) | 13 | 7 |
| **IXL Student Averages (Cycle 4)** | Math Skills Mastered | 2.36 | 0.54 |
| | English Skills Mastered | 0.87 | 0.12 |
| | Fundamentals Grade | 26.9% | 5.0% |
| | # of Fundamentals A+ | 21 | 0 |

# Coversheet

## GROW

**Section:**          V. Program Committee Updates
**Item:**             D. GROW
**Purpose:**
**Submitted by:**
**Related Material:**  JanGROW.png

| | | High School | | | | | | | Middle School | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Cycle | Week | Teachers | MS Observations | MS Observation Rate | Quick Feedback | Action Steps | Action Step Rate | Total Touchpoints | Touch Point Rate | Teachers | MS Observations | MS Observation Rate | Quick Feedback | Action Steps | Action Step Rate | Total Touchpoints | Touch Point Rate |
| 4 | 1/2 | 15 | 0 | 0 | 4 | 0 | 0 | 8 | 0.53 | 29 | 5 | 0.17 | 24 | 13 | 0.45 | 47 | 1.62 |
| 4 | 1/9 | 15 | 0 | 0 | 9 | 5 | 0.33 | 15 | 1 | 29 | 4 | 0.14 | 20 | 4 | 0.14 | 34 | 1.17 |

# Coversheet

## Testing

**Section:**           V. Program Committee Updates
**Item:**              E. Testing
**Purpose:**
**Submitted by:**
**Related Material:**   Assessment Calendar.pdf

# Assessment Calendar

2022-2023

## STAR

### Middle School

| | |
|---|---|
| Whole School Beginning of Year (BOY) | 09/06/22 - 10/14/22 |
| CSI Students Cycle 3 Screening | 11/14/22 - 12/03/22 |
| Whole School Mid Year (MOY) | 12/05/22 - 1/20/23 |
| CSI Students Cycle 5 Screening | 02/27/23 - 03/17/23 |
| Whole School End of Year (EOY) | 04/18/23 - 05/15/23 |
| CSI Students Cycle 7 Screener | 06/12/23 - 06/30/23 |

### High School

| | |
|---|---|
| Whole School STAR Screening (BOY) | 10/10/22 - 10/12/22* |
| CSI Students Cycle 3 Screening | 11/14/22 - 11/17/22 |
| Whole School STAR (MOY) | 12/05/22 - 12/08/22* |
| CSI Students Cycle 5 Screening | 02/13/23 - 02/15/23* |
| Whole School STAR (EOY) | 04/17/23 - 04/20/23 |
| CSI Students Cycle 7 Screener | TBD |

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# NWEA

**Middle School**

| | |
|---|---|
| Winter NWEA | 01/09/23 - 01/11/23 |
| Spring NWEA | 06/12/23 - 06/15/23 |

**High School**

| | |
|---|---|
| Fall NWEA | 08/24/22 - 08/26/22 |
| Winter NWEA | 01/17/23 - 01/20/23 |
| Spring NWEA | 06/12/23 - 06/15/23* |

# MAP

**Middle School**

| | |
|---|---|
| Science (Grade 5 and 8 only) | 05/08/2023 - 05/19/2023 |
| Math | 05/08/2023 - 05/19/2023 |
| English | 05/08/2023 - 05/19/2023 |

# EOC

**High School**

| | |
|---|---|
| Algebra | 05/08/23 - 05/19/23 |
| Biology | 05/08/23 - 05/19/23 |

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# Coversheet

## Q3 Priority Planning

**Section:**             VII. CEO Updates
**Item:**                B. Q3 Priority Planning
**Purpose:**
**Submitted by:**
**Related Material:**     SDFHR_ Quarter 2.pdf
                         Q3 NJ_Kairos Quarterly Sr. Leader Slide.pdf
                         MC- Kairos Quarter 2 Sr. Leader .pptx.pdf
                         Quater 2 Sr. Leader Slide_MDS.pdf
                         Jack Kairos Q2.pdf

# Team Summary: (Finance and HR)

| | Goal | Target | Q1 | Q2 | Q3 | Q4 | Final |
|---|---|---|---|---|---|---|---|
| 1 | Financial Goals met | 85% | 80% | 80% | | | |
| 2 | Teacher/employee retention | 85% | 90% | 79.05% | | | |
| 3 | 85% GPTW | 85% | N/A | 43.75% (Not Meeting) | | | |
| 4 | School Assets Cover Liabilities | Ratio >1.1 | 24.5021 | 25.7674 | | | |
| 5 | Days Cash on Hand | 120 Days | 125 Days | 66.47 (Not Meeting) | | | |
| 6 | School Meets Debt Obligations- Not Delinquent or Default | 100% | 100% | 100% | | | |
| 7 | School within available resources- Positive Margin | 100% | -71% | -36% (Not Meeting) | | | |
| 8 | Debt: assets <.90 | 10 | | 100% | | | |

# Leader Driver Goal Update: Finance Target

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Use Financial Performance Framework spreadsheet to track goal. | 85% | 80% | 80% | | | |

**Reflection: How I drove Results this Qtr?**

- I did not anticipate DESE delay implement the HB-1552 (School Funding).
- ADA continue to impact revenue.

**Planning: How I plan to win this next Qtr?**

- I confirmed with DESE School finance team that November and December catch up amount is included in January payment.
- Verify January payment include the new Charter Amount per WADA
- Work with Operations team to get a accurate ADA and membership count.

# Leader Driver Goal Update: Staff Retention

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Use Employee Navigator to track termination and/or resignations | 85% | 91% | 79.05% | | | |

**Reflection: How I drove Results this Qtr?**

- I have not design a reward system that acknowledges high performer and those who go above and beyond.

**Planning: How I plan to win this next Qtr?**

- Collaborate with talent and schools team to design a monthly or quarterly top performer.

# Leader Driver Goal Update: Great Place To Work

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| GPTW Survey | 85% | N/A | 43.75% | | | |

**Reflection: How I drove Results this Qtr?**

- **I didn't invest time educating employees on our organization shared values, attitudes and behavior.**
- **I did not meet with school leaders and try to spotlight employees that may be on the verge of resigning**

**Planning: How I plan to win this next Qtr?**

- **Collaborate with leadership team and make sure we are emphasizing our core values it to staff**
- **Schedule weekly meeting with principals**

# Quarter 3: Big Rocks

- Complete Paycor Implementation
  - Meet with representative and review project timeline 01/24

- Prepare FY23-24 Budget
  - Meet with KG during next check-in

- Complete 23-24 Staffing Plan
  - Meet with KG and TT TBD

# Team Summary: Operations and Data & Tech

|   | Goal | Q1 | Q2 | Q3 | Q4 | Final |
|---|---|---|---|---|---|---|
| 1 | *Ops Staff Retention* | 100% | 80.00% | N/A | N/A | TBD |
| 2 | *Middle School ADA* | 86.95% | 82.78% | N/A | N/A | TBD |
| 3 | *High School ADA* | 89.68% | 88.27% | N/A | N/A | TBD |
| 4 | *Middle School Persistence* | 5th - 94.44%<br>6th - 93.98%<br>7th - 101.27%<br>8th - 98.98%<br>**MS - 97.17%** | 5th - 87.5%<br>6th - 82%<br>7th - 93.62%<br>8th - 92.11%<br>**MS - 89.16%** | N/A | N/A | TBD |
| 5 | *High School Persistence* | **9th - 95.90%** | **9th - 87.25%** | N/A | N/A | TBD |
| 6 | *100% Drill Submission* | **1 Drill Completed** | **October (1)**<br>**November (1)**<br>**December (2)** | N/A | N/A | TBD |
| 7 | *100% Data Submission Accuracy* | October Submission Complete | N/A | February Submission | N/A | TBD |
| 8 | *90% Stakeholder Satisfaction* | N/A<br>(End of Semester for Survey) | N/A<br>Data by Next In-Service | N/A | N/A | TBD |

# Leader Driver Goal Update: 95% ADA

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| **Avg Daily Attendance at or above 95%** | **95% ADA** | 5th - 88.14%<br>6th - 85.45%<br>7th - 86.32%<br>8th - 87.04%<br>**MS - 86.46%**<br>9th - 89.75% | 5th - 80.89%<br>6th - 82.79%<br>7th - 82.96%<br>8th - 82.63%<br>**MS - 82.65%**<br>9th - 88.27% | **N/A** | **N/A** | 5th -<br>6th -<br>7th -<br>8th -<br>**MS -**<br>9th -<br>**5th - 9th** |

## Reflection: How I drove Results this Qtr?

- Loss of Registrar and Director of Data & Compliance created gaps which led to distribution of tasks between Director of Operations, Director of Data & Compliance, Office Manager, and COO.
- Created ADA daily tracker to ensure absences are reviewed by instructional team
- Integrated SQL reports to improve data review for all staff.

## Planning: How I plan to win this next Qtr?

- Implement ADA Escalation Matrix & set up systems for specific absence markers
- Hiring on 2 Registrars to support Middle & High School leadership

# Leader Driver Goal Update: 100% Safe Schools

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| 100% Safe Schools | 100% Drills Completion<br><br>CRT Established<br>EOP Established | 1 Safety Drill | 5 Safety Drills | N/A | N/A | N/A |

**Reflection: How I drove Results this Qtr?**

Prioritized creation of resources for safety such as:
- Evacuation Maps updated to reflect routes
- Online Vector Trainings for staff around campus safety and crisis response
- Scheduled out drills during triads.

**Planning: How I plan to win this next Qtr?**

- Having all drills scheduled out for the rest of the school year to ensure all required drills are accomplished each week.
- Initiate Crisis Response Team Monthly Trainings.

# Leader Driver Goal Update: 85% Ops Staff Retention

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| 85% Staff Retention | 85% Staff Retention | 100% | 80% | N/A | N/A | N/A |

**Reflection: How I drove Results this Qtr?**

- In Service listening tours of non-instructional staff members
- Spending one on one time with teams and observing day to day activities to get an understanding of workload
- Advocacy for team and department

**Planning: How I plan to win this next Qtr?**

- Scheduled out In Service listening tours continuous throughout the rest of the year
- Focused and strategic team building activities and internal recognition monthly award roll out
- More internal system rollout to build in more capacity within my teams.
- Development training for teams
- Ensure all staff members receive at least 4 documented coaching conversations via observations and documented in GROW.

# BIG Rock Priorities

# Building Update

1. **Cleaning & Refresh - cleaning up clutter and removing items from the walls and around the campus.**
2. **Building Organization - Moving all items to common spaces to have accurate inventory**
3. **Purchasing Additions for school such as corkboards & shelving.**
4. **Marketing - working with Fernando on establishing Kairos Branding**

# BIG Rock Priorities

## Master Schedule Update

1. Establishing building capacity by room to determine section size.
2. Map out locations of grades based on sections needed and sizes.
3. Create block schedule template
4. Review with Principals and work on ensuring master schedule meets all DESE requirements

# Leader Driver Goal Update: Clear Board Logistics

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Board Management | 100% board satisfaction on self-created board survey | N/A survey will be administered in Q2 (Oct) and Q4 (June) | 100% board satisfaction on self-created board survey | | | |

**Reflection: How I drove Results this Qtr?**

- Internalization of board processes and governance outcomes led to proper submission of documentation (i.e. difference between types of board packets).
- Built integrated partnership with BoT reps, helped to clear up misconceptions and drive results forward.
- Different support per committee (Finance, Governance, Program, Facilities, Executive)
- Board packet submission process codified. Email chairs, discuss with KG/AJ check-in, collect SL docs, create draft, approval, post. (Send notifications earlier, Asana organization, committee minute taking clarity).
- Used KG/AJ check-in and MCPSC meeting as a method of communication exchange for Public hearing, Board holiday mixer, retreat planning.

# Leader Driver Goal Update: Clear Board Logistics

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Board Management | 100% board satisfaction on self-created board survey | N/A survey will be administered in Q2 (Oct) and Q4 (June) | 100% board satisfaction on self-created board survey | | | |

## Planning: How I plan to win this next Qtr?

**January**
- Updated Q3+Q4 board dates in BoT based off of Dec board meeting (Public Hearing, school calendar, retreat determined these changes)
- Draft Monthly Board events document (admin)
- Liberty board process observation

**February**
- Organize meeting minutes and materials for Q2, Q3 in BoT. Have a clear plan to keep them organized Q4 and beyond. (Previous years Stuart is organizing).
- Board Calendar, Roles and Duties, Board Oath work-time (admin)
- Assist the board chair in retreat planning.

**March**
- Organize board retreat logistics
- Ensure the retreat agenda is set and accessible to board members
- Board Playbook draft completion.

# Leader Driver Goal Update: 100% Epicenter completion

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| External Relationship Management | 100% submission on Epicenter | 100% compliance | 99% submission | | | |

**Reflection: How I drove Results this Qtr?**

- I used current OPS mechanisms (check-ins, huddle, tactical) to communicate with stakeholders about submissions in advance.
- I went into Q2 with more knowledge of who was responsible for what outcome, this allowed me to contact the right party for needed documentation.
- Internalization of board processes and governance outcomes led to proper submission of documentation (i.e. difference between types of board packets).

# Leader Driver Goal Update: 100% Epicenter completion

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| External Relationship Management | 100% submission on Epicenter | 100% compliance | 99% submission | | | |

## Planning: How I plan to win this next Qtr?

**January**
- Share Q3 submission requirements in SL tactical.
- Complete a Google drive audit of submission materials, remind everyone to add documents to the relevant drive. (i.e. grant docs, executive summaries, bell and testing schedules)

**Febuary**

**March**
- Share Q4 submissions requirements in SL tactical.
- Share upcoming board requirements at retreat if relevant.

**Ongoing**
- Complete a Google drive audit of submission materials, remind everyone to add documents to the relevant drive. (i.e. grant docs, executive summaries, bell and testing schedules)
- Use ops mechanisms to remind relevant parties of submissions (tactical, huddle, check-in)

# Leader Driver Goal Update: 90% SL Retention

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| 90% SL retention | 100% proficiency on tactical and huddle org mechanisms | 100% SL retention | 100% SL retention | | | |

## Reflection: How I drove Results this Qtr?

- Emailed huddle and tactical facilitators with meeting rubrics, asked them to add me to invites so I can begin observations.
- Went to each huddle and tactical to observe, shared rubric based feedback with facilitator and their manager.
- Met with Stuart to find time to record proficient huddle and tacticals for staff exemplar review. They were recorded but we realized the method in which it was complete didn't make sense.
- The goal is for all 5 huddles I observe to score proficiency in 5/9 Tactical categories.This goal is not met across the organization.
- Endured obstacles: meeting cancellations, change in meeting structure, conflicting meetings, lack of follow-up.

# Leader Driver Goal Update: 90% SL Retention

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| 90% SL retention | 100% proficiency on tactical and huddle org mechanisms | 100% SL retention | 100% SL retention | | | |

## Planning: How I plan to win this next Qtr?

**January**
- Use Q3 mid-year meeting to plan huddle and tactical recordings.
- Use Q3 calendar to determine which month to complete Huddle or Tactical focus. (One month, one ops mechanism)

**February**
- Share OPS rubric with facilitator via email.
- Choose initial obs and follow-up obs date on calendar.
- Create OPS mechanism Google form based on the relevant rubric for clear submission calculation.
- Attend meeting and share the feedback with the facilitator and their manager.

**March**
**Same as February.**

**Ongoing**
- Use feedback structure KG shared to deliver 'big rocks' to facilitators where necessary.

# Chief of Staff

| | Goal | Target | Q1 | Q2 | Q3 | Q4 | Final |
|---|---|---|---|---|---|---|---|
| 1 | | 85 | 97.7 | 90.5 | 86.2 | 83.76 | |
| 2 | *Epicenter Submissions* | *100%* | 100% | 99% | | | |
| 3 | *Tiered Monitoring Compliance* | 100% | N/A | 0/7 | | | |
| 4 | *Senior Leadership Retention* | 90% | 100% | 100% | | | |
| 5 | *Board Satisfaction* | 100% | Unknown | 100% | | | |
| 6 | *Org Mechanisms (Huddle, Tactical, check-in)* | Proficiency in 7/9 areas (tactical) | Unknown | Developing | | | |
| 7 | | | | | | | |
| 8 | | | | | | | |

# Team Summary: (School Team)

| | Goal | Target | Q1 | Q2 | Q3 | Q4 | Final |
|---|---|---|---|---|---|---|---|
| 1 | MO-MAP Achievement | 60% | N/A | N/A | N/A | N/A | |
| 2 | NWEA Growth | 70% | N/A | Math 27% ELA 44% on/above grade level | | | | |
| 3 | CSI (Reading & Math) 2+ Years of Growth (35%) 1+ years of Growth (70%) | 35% 70% | N/A | <<next slide>> | | | | |
| 4 | Great Places to Work | 85% | N/A   pulse check end of Cycle 2 | 38% | | | | |
| 5 | Average Daily Attendance | 95% | 87% MS 90% HS | 82.65% MS 88.74% HS | | | | |
| 6 | Stakeholder Satisfaction | 85% | 89.5% | 49% | | | | |
| 7 | Student Persistence | 85% | | 88.49% | | | | |
| 8 | Teacher  Retention | 85% | | 72% MS 85% HS | | | | |

# MAP Achievement Cycle 2 and 3

- Achievement Goal:  MAP 60% students end year on/above grade level (proficient)

| | NWEA On Grade Level or Above | | STAR On Grade Level or Above | |
|---|---|---|---|---|
| | Math | Reading | Math | Reading |
| 5th | 6.30% | 11.20% | 11.80% | 11.80% |
| 6th | 31.30% | 50% | 45.60% | 41.90% |
| 7th | 23.20% | 39.4 | 24.20% | 40.00% |
| 8th | 26.80% | 45.10% | 31.80% | 39.80% |
| | | | | |
| 9th | 33.90% | 53.80% | 21.80% | 28.40% |

# CSI Growth / STAR

- CSI Goals: 35% 2+ years growth in reading and math  AND  70% 1+ years growth in reading and math

| | CSI Math (2+ years behind) | | | CSI Reading (2+ years behind) | | |
|---|---|---|---|---|---|---|
| | # and % of students in Intervention | Average years behind | Range of years behind | # and % of students in Intervention | Average Years Behind | Range of years behind |
| 5th | 10 scholars (50%) | 2.43 | 2-3 | 10 scholars (50%) | 2.77 | 2-3 |
| 6th | 25 scholars (33%) | 2.73 | 2-5 | 21 scholars (28%) | 2.86 | 2-4 |
| 7th | 40 scholars (47%) | 3.35 | 2-5 | 31 scholars (36%) | 3.54 | 2-5 |
| 8th | 58 scholars (59%) | 3.83 | 2-7 | 42 scholars (42% ) | 3.8 | 2-6 |
| | # and % of students for Double Dose | Average years behind | Range of years behind | # and % of students for Double Dose | Average Years Behind | Range of years behind |
| 9th | 80 scholars (60%) | 4.08 | 2-8 | 60 scholars (45%) | 4.09 | 2-7 |

# Goal 3: CSI

|  | Target | CSI | non-CSI | All MS |
|---|---|---|---|---|
| Reading 1+ Years Growth | 70% | 13.7% | 28.8% | 23.9% |
| Reading 2+ Years Growth | 35% | 11.6% | 12.1% | 10.5% |
| Math 1+ Years Growth | 70% | 10.6% | 21.2.% | 17.5% |
| Math 2+ Years Growth | 35% | 6.8% | 3.8% | 6.3% |

# GPTW Results Overview-MS

| **Participation**:<br>This year:  100% (41/41) | **GPTW statement**:<br>This year:  38% (13/34) |
|---|---|

**Strongest Areas in This Year's Results**

- Customer Focus (71%)
- Diversity (61%)
- Career & Development (59%)

**Weakest Areas in This Year's Results**

- Rewards* (29%)
- Talent Management (32%)
- Strategy&Direction (35%)
- Innovative & Continuous Improvement (39%)
- Performance Management (38%)

# GPTW Results Overview-HS

| **Participation**: This year: 71% (15/21) | **GPTW statement**: This year: 38% (5/13) |
| --- | --- |

**Strongest Areas in This Year's Results**
- Customer Focus (75%)
- Diversity (69%)
- Empowerment & Accountability (61%)

**Weakest Areas in This Year's Results**
- Rewards* (12%)
- Well-Being (23%)
- Talent Management (31%)
- Strategy & Direction (32%)

https://tinyurl.com/KHighData

# Possip

## Families

| | Goals: | 50% participation | 85% posititive | | |
|---|---|---|---|---|---|
| | | | Kairos | Middle School | High School |
| Sample | Running Ave | 15% | 49% | 44% | 53% |
| Parents | 10/9 | 23% | 58% | 52% | 65% |
| Parents | 10/23 | 17% | 44% | 32% | 57% |
| Parents | 11/20 | 15% | 41% | 41% | 42% |
| Parents | 12/4 | 11% | 49% | 47% | 50% |
| Parents | 12/18 | 9% | 54% | 47% | 50% |



Family Sentiment

# ADA Goal 95%

**Kairos Academies: Middle**
08/08/2022 to 12/16/2022 = 77 school days

| Grade Level | Carry Fwd | Gain | Mult Gain | Loss | Ending | Actual Days | OffTrack | Days N/E | Days Absent | Days Attd | ADA | ADA % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 5 | 0 | 23 | 0 | 2 | 21 | 1771 | 0 | 220 | 281.30 | 1254.55 | 16.29 | 80.89% |
| 6 | 0 | 85 | 0 | 8 | 77 | 6545 | 0 | 512 | 825.15 | 4994.60 | 64.86 | 82.79% |
| Subtotal | 0 | 108 | 0 | 10 | 98 | 8316 | 0 | 732 | 1106.45 | 6249.15 | 81.15 | 82.40% |
| 7 | 0 | 91 | 1 | 6 | 85 | 6930 | 0 | 399 | 1044.45 | 5417.90 | 70.36 | 82.96% |
| 8 | 0 | 105 | 1 | 6 | 99 | 8008 | 0 | 325 | 1259.90 | 6348.30 | 82.45 | 82.63% |
| Subtotal | 0 | 196 | 2 | 12 | 184 | 14938 | 0 | 724 | 2304.35 | 11766.20 | 152.81 | 82.78% |
| Grand Total | 0 | 304 | 2 | 22 | 282 | 23254 | 0 | 1456 | 3410.80 | 18015.35 | 233.96 | 82.65% |

# ADA Goal 95%

## Kairos Academies: High School
### 08/08/2022 to 12/16/2022 = 77 school days

| Grade Level | Carry Fwd | Gain | Mult Gain | Loss | Ending | Actual Days | OffTrack | Days N/E | Days Absent | Days Attd | ADA | ADA % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | 0 | 139 | 0 | 9 | 130 | 10703 | 0 | 632 | 1119.00 | 8890.00 | 115.45 | 88.27% |
| 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0.00% |
| 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0.00% |
| 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0.00% |
| Subtotal | 0 | 139 | 0 | 9 | 130 | 10703 | 0 | 632 | 1119.00 | 8890.00 | 115.45 | 88.27% |
| Grand Total | 0 | 139 | 0 | 9 | 130 | 10703 | 0 | 632 | 1119.00 | 8890.00 | 115.45 | 88.27% |

# Leader Driver Goal Update: 60% MAP Achievement

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| *MAP Achievement* | 60% | BOY NWEA data | BOY NWEA data | MOY NWEA data | MOY NWEA data | 4/3- 5/26 |

**Reflection: How I drove Results this Qtr?**

- Have MS and HS scholars take the NWEA
- Become familiar with NWEA
- Become familiar with MAP
- Set goals for scholars and inform parents
- Analyze the data

**Planning: How I plan to win this next Qtr?**

- Attend Summit School visits
- Create a north star for lesson internalization
- Attend Bi-Weekly Summit Learning Training Sessions
- Become proficient in NWEA and MAP
- Ensure scholar's have data conversations with mentors and teachers  (now target and MOY goal)

# Leader Driver Goal Update: 70% NWEA Growth

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| NWEA Growth | 70% | Not tracked | In Progress | | | |

**Reflection: How I drove Results this Qtr?**

- Have all scholars take BOY and MOY  NWEA test
- Set growth goals for scholars and inform parents
- Compare growth from Spring NWEA to BOY I with students who took the test both times

**Planning: How I plan to win this next Qtr?**

- Have scholars and parents track scholar growth
- Input NWEA data into Summit and start Foundations
- Become more knowledgeable about NWEA and MAP
- Ensure scholars know their MOY goal and EOY target

# Leader Driver Goal Update: CSI Reading & Math

|  | Target | CSI |
|---|---|---|
| Reading 1+ Years Growth | 70% | 13.7% |
| Reading 2+ Years Growth | 35% | 11.6% |
| Math 1+ Years Growth | 70% | 10.6% |
| Math 2+ Years Growth | 35% | 6.8% |

**Reflection: How I drove Results this Qtr?**

- STAR tested scholars
- Finalized CSI groups
- Academic Incentives for Summit and IXL

**Planning: How I plan to win this next Qtr?**

- Progress Monitor CSI scholars
- Compared and analyze NWEA and STAR data for CSI scholars
- Track scholar growth and have scholars own their learning
- Ensure teachers are pulling small groups and that they are effective using IXL
- Ensure NDL team and testing coordinators are owning STAR testing and it happens each cycle

# Q2 Stepback

CSO: Jack Krewson

# Strategy Team Goals

# Team Summary: (Strategy)

| | Goal | Target | Q1 | Q2 | Q3 | Q4 | Final |
|---|---|---|---|---|---|---|---|
| 1 | *Coaching Effectiveness* | 50% | 48.5% | <u>55%</u> | | | |
| 2 | *Hired for 23-24* | 105% | 0% | <u>0% (8 current vacancies)</u> | | | |
| 3 | *teacher/employee retention* | *85%* | Need tracker | <u>79%</u> | | | |
| 4 | *Composite GPTW* | *85%* | n/a | 43% | | | |
| 5 | *Enrolled For SY24* | *105%* | 1.5% | <u>393/413 ITR</u><br><u>107 Applications</u> (~16%) | | | |
| 6 | *Retention stud, YTD 9/1* | *80%* | 97.1% | 418/463<br>90% | | | |
| 7 | *Site 2* | Break ground | selection approved | ⅔ sites under contract<br>Concept designs complete | | | |
| 8 | *student/family satisfaction* | 85% | 89.5% | 54% yes<br>90% favorable | | | |

# Driver Goals

# Driver Goal 1:
## 105% Enrolled FDOS

# Outcomes

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Q2=15% | 105% | 1.5% | 16% | | | |

**Data:**
- See chart up right
- 60% progress to prior benchmark goal. (107/126/628)
- 393/

| | 5th | 6th | 7th | 8th | 9th | 10th | Total |
|---|---|---|---|---|---|---|---|
| | 16 \| 21 | 26 \| 26 | 12 \| 10 | 9 \| 10 | 34 \| 18 | 10 \| 10 | 107 \| 94 |

**Analysis**

(1) demand for **high school seats is outstripping demand for middle school** seats. 9th grade seats are at a cumulative 20% of total—other grades are closer to 10%.

(2) For the last three years, we have averaged 10.8% of total applications through December, with a high of 15.8% and a low of 5.6%. This is our **best recruitment percentage for Semester 1 yet.**

(3) This year, we're aiming for 620 applications compared with 371 last year and about 180 for the two years prior. **The upshot:** our efforts this year have generated 2X as many applications as we had this time last year, 4X two years ago, but has not hit our original initial target of 20%.

(4) We have had low attendance from new families who signed up for one of the three recruitment events we carried out this spring. Much lower than at past spring recruitment events.

# Causes

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Q2=15% | 105% | 1.5% | 16% | | | |

**(1) Projection Error:** One possible conclusion is that we **misestimated the percentage of families who we could come in contact with over the fall season**—or rather overestimated the impact of expanded recruitment efforts on our total enrollment (we estimated it would quadruple applications, it only has doubled).

**(2) Prior Corrected Causes**: (1) a lack of strong systems for capturing applications at events, (2) a lack of strong marketing launch for events, (3) not enough social media advertising or direct email advertising, and (4) lack of targeted follow-through for those who attended events. We have put corrective measures in place for all of these, and have not seen moderate uptick in results. (4 apps in Sept., 20 in October, 37 in November, 26 for December).

**(3) Lack of Boots on the Ground:** not enough direct connection or contact with community stakeholders and families. While we have corrected for this (Darius now goes out 1-2 hours every day to different locations), it's too early to say whether this is having the desired effect or not. We haven't seen a dramatic increase, but the payoffs may take time as families see the flyers, or hear about Kairos, from more places.

**(4)** I'm **not managing Darius' capacity efficiently**. Right now, two things have detracted from his ability to get out and hustle as much.: (a) enrollment coordinator responsibilities (reg forms, docs, etc.) spending too much of his capacity on (b) large-scale event-planning that isn't bearing recruitment rewards.

**(6)** Have not launched many **physical advertising pieces** (direct mail, yard signs, etc.)

# Next Steps

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Q2=15% | 105% | 1.5% | 16% | | | |

(1) Adjust monthly recruitment targets to track more closely with prior-year percentages

(2) Coordinate **transfer of registration doc responsibilities** to new enrollment coordinator

(3) Require Darius to revise event calendar to create **smaller-scale, repeatable monthly events** that target new families and require less time to plan and rely on the same cast of supporting roles/people (i.e. monthly open house with reps from student council, a few ops people, etc.)

(4) Recruit and train **seasonal boot-on-the-ground team** for Jan-May (parents, college volunteers, etc.). Will expand capacity to attend community events, canvass, etc. + impact Darius' motivation

(5) Create february priority to **launch direct-mailer campaign** in anticipation of final enrollment lottery deadline

(6) Create Jan priority to **give local orgs yard signs**

(7) Create January priority to **invite direct service youth orgs** to tour Kairos and invest them in what we do then ask to contact their parents directly

# Driver Goal 2:
# **Break Ground before June 15 2023**

# Break Ground

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Get site selection approved by board | Break Ground | 2 site options approved | Concept Designs in review; ⅔ contracts | | | |

**Outcomes**
- Site Security: ⅔ sites under contact; final site for a vot next week
- Design: 3D Concept Designs Under Review
- Finance: initial conversations with lenders underway; proforma complete; NMTC groundwork complete

**Causes**
(1)  Sought necessary support organizations and funding (LFP) to fill in lack of expertise
(2)  Managed Board processes and communication to ensure appropriate approvals
(3)  Strong timeline for project with clear outcomes that inform monthly priorities
(4)  Built set of operating mechanisms for this long term project to carry towards results (weekly meeting cadence, goals, etc.)

**Next Steps:**
(1)  Work to build trust with neighborhood
   (a)  Involve them in correcting for current pickup and dropoff procedures
   (b)  Schedule a monthly meeting with the neighborhood advisory committee
(2)  Get to Term sheets with Financiers
(3)  Decide on Concept Plan w/ input from faculty, neighborhood, and network teams + costing analysis
(4)  Finalize schematic design + initial pricing

# Driver Goal 2:
## 105% Hired FDOS

## 105% hired

| Driver Goal | EOY Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | EOY Actual |
|---|---|---|---|---|---|---|
| Q1=fully hired | 105% | 0% | 0% | | | |

**Outcomes**
- Hired 22 positions last semester
- Before last two weeks had hired all positions we had authorization to move on (ops roles undetermined, NDL count undetermined)
- 8 Current vacancies on track to be filled by end of month (hopefully the final 8)
- 15 resume drop applications collected for 23/24 school year
  - 3 ops | 10 school admin | 5 SPED | 9 Teachers

**Causes**
(1) Finalized hiring systems systems and processes and executed
(2) Did not push hard enough on other teams to finalize roles or counts (NDL meeting was rescheduled 3 times)
(3) Have not actively recruited (tabling, etc.) for SPED teachers
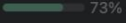
**Next Steps:**
(1) Traylor Jan Priority: Create list calendar of job fairs to attend over the spring
(2) Finalize org chart for next year and post specific positions
(3) Automate and improve onboarding process

# December Priorities

# December Priorities

**Jack Krewson**

| | | | | | |
|---|---|---|---|---|---|
| **DEC22: 80% completion of Strategy Priority Projects**<br>IND: Jack | ● Off track<br>4/7 High priority fully complete; 11/19 projects fully complete · See attachment for status on… | 100% | Dec 1, 2022<br>– Dec 16, 2022 | High | |
| **DEC22: Building 2 benchmarks Complete**<br>IND: Jack · 3 overdue tasks | ✓ Complete<br>Status Update - Jan 3 · Outcomes | 73% | Dec 2, 2022<br>– Dec 30, 2022 | High | |
| **DEC22: Recruitment Lead Tracker MVP Complete**<br>IND: Jack | ✓ Complete<br>MVP Completed · Completed MVP of Lead Tracker so that we can see impact of recruitment action… | 77% | Dec 2, 2022<br>– Dec 23, 2022 | Medi… | |
| **DEC22: Kairos Values, examples, outcomes reviewed by key stakeholders**<br>IND: Jack | ✓ Complete<br>Status Update - Jan 3 · Need to see how many folks KG got in touch with—my meetings comple… | 100% | Dec 2, 2022<br>– Dec 16, 2022 | Low | |
| **DEC22: Import Mentoring Rubric Data + building data for managers**<br>IND: Jack | ● On hold<br>Status Update - Dec 8 · Starting this over break. | 0% | Dec 20, 2022<br>– Jan 1, 2023 | Low | |

# Q3 Big Rock:
Strategy Mapping

# Recruitment Strategy Mapping

**Why**

- Biggest push to be fully enrolled and fully hired will be Q3 and Q4 of this year—must have the plan laid out

**Components**

- Target Metrics/Benchmarks
- Keystone events
- Other Strategies and Tactics
- Resources Requirements

**Success Criteria**

- Bar for clarity and detail: playbook that KG could execute with my team
- 1 larger event each month for both faculty and students

KAIROS
ACADEMIES: ST. LOUIS

# Coversheet

## Senior Leadership December Goal Updates

**Section:**                    VII. CEO Updates
**Item:**                                G. Senior Leadership December Goal Updates
**Purpose:**
**Submitted by:**
**Related Material:**       Board Update- SDFHR (December).docx.pdf
                                    December Board Update—CSO.pdf
                                    December Priority Updates .pdf
                                    CoS- December Priority Update.pdf
                                    January COO Board Update.pdf

**Board Update**
Senior Director of Finance & HR
December 2022 Bennie Jackson

## ROLE AND PRIORITIES

The Senior Director of Finance and Human Resource assists the CEO on all financial and human resources functions of the LEA. Budget preparation, school business operations and oversight of district accounting policies and practices.**December Priorities**

1. **Fully Implement Paycor System:**

   **Outcome:** We currently have one component ready to use (payroll). I have scheduled a meeting with Paycor to review the remaining implementation schedule..

   **Causes:** Paycor will allow us to have a robust HRIS system that tracks employee annual, includes an online training module for mandatory/optional training and it will consolidate PTO/Benefits/Payroll under one platform.

   **Solutions:** The slow implementation was caused by the holiday season. In the future major projects should be planned during the end of the school year or after the holiday season.

2. **Select Finance Platform**

   **Outcome:** We will not implement it at this time.

   **Causes:** Because we have changed the finance system/platforms several times over the last year. We thought it would be better to wait and let the current LDR contract expire and reevaluate.

3. **Complete all audit request**

   **Outcome:**
   - Submit all outstanding documents before 12/23
   - Publish audit finding in local paper and website

   **Causes:**
   - We're required to perform an annual audit.

   **Solutions:**
   - Met with Auditor and was able to meet state requirements for submission

## January Priorities

1. Updated Handbook for staff
2. Perform mid year review of budget and update (if applicable.)
3. Send new work agreements to staff.

## Highlight:

- New payroll calendar start this month (Employees are paid on the 15th and last working day of the month)

# Board Update—CSO

December 2022
Jack Krewson

## On My Mind

Language is an imprecise tool, very imprecise, for understanding what is going on in someone else's head. All communication is translation. That's the beauty (and function) of building relationships. it's the process of narrowing misunderstanding through corrective feedback, through seeing where your assumptions were wrong.. The more we invest in this process, the closer we come to actually understanding what's inside someone else's head—and the less we project our own fears, doubts, and insecurities there.

### Role Priorities

The Chief Strategy Officer stewards Kairos' sustainable growth through stakeholder recruitment (students & staff), strategic planning, external communications/brand management, site expansion, and model refinement. The role manages our Directors of Recruitment/Community, Talent, Communications/Marketing, and Coaching/Choice.

### October Priority Report

**80% Completion Strategy Team Priority Projects**

**Outcome:** 4/7 High priority fully complete; 11/19 projects fully complete

**Causes**
- Did not directly observe work enough.
- Have not put strong enough accountability metrics in place.
- Many projects extremely close to being finished but not fully finished—either adjust success criteria to account for margin of error (95% instead of 100%) or push to 100% in check ins.

**Solutions**
- For all:
  - require calendars are set by either Friday Tactical or Tuesday check-in.
  - Ensure we use time to look through calendar in our one on one
  - More direct management; less coaching
- Recruitment
  - Finalize tracker that tracks actions and attributes outcomes to them
  - Add weekly goals section to check-in for benchmarking
  - 2x weekly observations
- Comms:
  - Ensure Stuart's priorities reflect the work that will pop up for him this month
  - Push calendarization in our check-ins
- Talent:

*an integrated community of self-directed learners, leaders, and citizens*
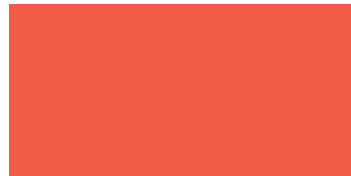
- ○ push for earlier communication of items we need to influence from school team.
- Choice:
  - ○ 1X weekly observations

## Building 2 benchmarks Complete

**Outcomes**
- ⅔ PSAs signed
- Design Work on Track
- Community Advisory Committee one-pager launched
- Stood up faculty advisory committee

**Causes:**
- Continued to prioritize this work through break

**Solutions/Next Steps:**
- Concept design review
- Complete schematic design
- Hold first community advisory committee meeting

## Recruitment Lead Tracker MVP Complete

**Outcomes:** Complete
- Tracker shows timeline of all recruitment actions (boots on the ground, referral, marketing work) and outcomes (application, tour signup, event signup)
- Allows us to attribute outcomes to specific actions and determine which actions are most effective
- Automated 80% of data pulls to limit manual updates
- Tracker build into weekly recruitment agenda

**Causes:**
- Blocked out uninterrupted work time

**Solutions/Next Steps**
- Use tracker in weekly meetings to revise recruitment tactics

## Kairos Values Doc reviewed by key stakeholders
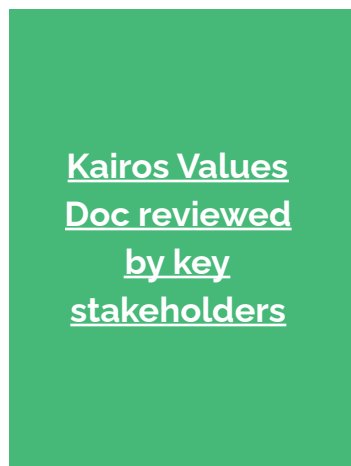
**Outcome:**
- Feedback generated from Influential staff members—KG and I both met with 10 influential staff members (5 we knew; 5 we didn't)
- Feedback generated from board, strategy team, network team

**Causes**
- Prioritized early reach out to receive feedback from staff members

**Solutions/Next Steps:**
- Revise Commitments for preentation to staff

2

## November Priorities

1. **Building 2 Community Engagement:** stand up committee and hold first meeting
2. **Building 2 Benchmarks:** Concept direction chosen, 3-4 lenders met with, final site secured, schematic designs 50% done
3. **Team Coaching:** 100% of priority projects complete; 80% of non priority projects complete
4. **Compass Camp Application Complete**
5. **Launch First Staff Culture Event around new values**
6. **Revise Kairos Values**
7. **Complete Mid-Year 2x2s with my team**

## Highlights

- Seeing the Concept plans come together for the High School Space. This is getting real!

## Support Needed

➢ Repost recruitment and talent related social media content to your networks

# Board Update—MSD

### December 2022
### Dr. Kendrah Underwood

## MDS Board Update

### Role Priorities

The Managing Director of Schools is a senior member of the leadership cabinet, directly managing a portfolio of schools, principals, and initiatives that impact the education of future graduates.  They are responsible for the superior performance of schools in the network.

### December Priorities (Coaching)

**(1) Academics**

**Driver Goals**
- Achievement Goal:  MAP 60% students end year on/above grade level (proficient)
- Growth Goal: NWEA 70% reach growth goal
- CSI Goals: 35% 2+ years growth in reading and math AND  70% 1+ years growth in reading and math

➤ **Outcome:**

|  | NWEA On Grade Level or Above | | STAR On Grade Level or Above | |
|---|---|---|---|---|
|  | Math | Reading | Math | Reading |
| 5th | 6.30% | 11.20% | 11.80% | 11.80% |
| 6th | 31.30% | 50% | 45.60% | 41.90% |
| 7th | 23.20% | 39.4 | 24.20% | 40.00% |
| 8th | 26.80% | 45.10% | 31.80% | 39.80% |
| | | | | |
| 9th | 33.90% | 53.80% | 21.80% | 28.40% |

|  | CSI Math (2+ years behind) | | | CSI Reading (2+ years behind) | | |
|---|---|---|---|---|---|---|
|  | # and % of students in Intervention | Average years behind | Range of years behind | # and % of students in Intervention | Average Years Behind | Range of years behind |
| 5th | 10 scholars (50%) | 2.43 | 2-3 | 10 scholars (50%) | 2.77 | 2-3 |
| 6th | 25 scholars (33%) | 2.73 | 2-5 | 21 scholars (28%) | 2.86 | 2-4 |
| 7th | 40 scholars (47%) | 3.35 | 2-5 | 31 scholars (36%) | 3.54 | 2-5 |
| 8th | 58 scholars (59%) | 3.83 | 2-7 | 42 scholars (42% ) | 3.8 | 2-6 |
|  | # and % of students for Double Dose | Average years behind | Range of years behind | # and % of students for Double Dose | Average Years Behind | Range of years behind |
| 9th | 80 scholars (60%) | 4.08 | 2-8 | 60 scholars (45%) | 4.09 | 2-7 |

📄 IXL 1-pager     [Middle School Data](#)     [High School Data](#)     [NWEA/ STAR](#)

➤ **Causes:**
- Pandemic and academic gaps
- Chronic absenteeism
- No research based intervention program
- No after school tutoring
- Teacher Retention
- Loss of coach/ mentors
- Students not appropriately placed in  interventions and Double Dose

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

- - Data meeting not happening consistently
  - Low Cycle 2  IXL participation
- ➢ **Solution/Next Steps:**
  - Attendance
    - Work with Ops to create a Risk of Retention  List and a plan to improve attendance
    - **Accountability Conversations**: Start to schedule principal conversation
  - Tutoring
    - Beyond Schools
    - Wash U
    - St. Joseph Academy
  - Progress Monitoring
    - MOY Star and NWEA test in January
    - Personalized MAP plan in IXL
      - Created Show Me the IXL  incentive to push students and coaches to engage more with IXL
    - . Have scholars goals and track progress *on Summit* for IXL completion
  - Data Meeting
    - Weekly data meetings with clear agenda and actions steps
      - Track  Summit Cog Scores and PFA completion
      - Projects in Summit, PFA, IXL - is this sufficient is this enough
      - Progress Monitoring - STAR growth each cycle for Intervention and Double Dose scholars
      - Analyze data weekly for trends, create reteach plans and create sub-groups and targeted instruction
  - Tier 1  Instruction
    - Lesson Internalization, feedback, coaching and development
    - Classroom observations and feedback
    - Professional Development
    - Coaching Cycle
    - Assessment

➢ **Outcome:**

Coaching and Development of Director of Culture
*Possip: Parent/Staff Pulse Checks*
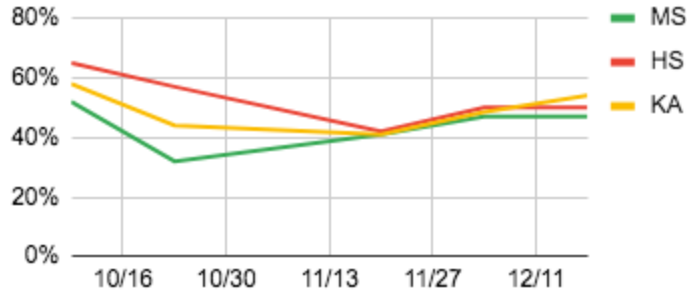
**(2) Culture**

➢ 90% Student Persistence
➢ 85% Stakeholder Satisfaction (GPTW)
➢ 97% Student ADA

| | Goals: | 50% participation | 85% posititive | | |
| --- | --- | --- | --- | --- | --- |
| | | | Kairos | Middle School | High School |
| Sample | Running Ave | 15% | 49% | 44% | 53% |
| Parents | 10/9 | 23% | 58% | 52% | 65% |
| Parents | 10/23 | 17% | 44% | 32% | 57% |
| Parents | 11/20 | 15% | 41% | 41% | 42% |
| Parents | 12/4 | 11% | 49% | 47% | 50% |
| Parents | 12/18 | 9% | 54% | 47% | 50% |

## Family Sentiment



| | Goals: | 50% participation | 85% posititive | | |
|---|---|---|---|---|---|
| | | | Kairos | Middle School | High School |
| Sample | Running Ave | 31% | 18% | 15% | 21% |
| Staff | 10/30 | 33% | 30% | 30% | 30% |
| Staff | 12/4 | 30% | 6% | 0% | 11% |

## Staff Sentiment
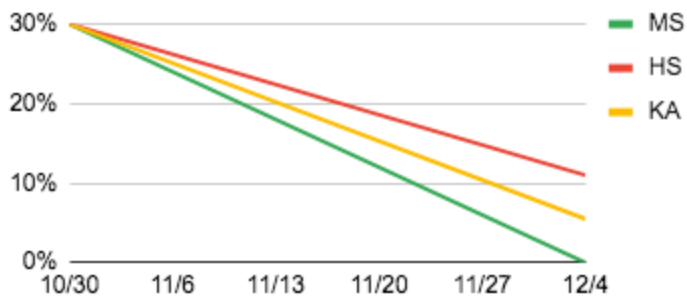


[Possip](Possip)

➢ **Causes:**
  ○ Clearly outlined student and staff expectations throughout the building.
    ■ Be respectful, Be responsible, Be safe and Be a learner.
  ○ Normed culture observations twice a week with feedback in Grow
  ○ Stamped using the behavior matrix for positive and negative consequences.
  ○ Examine and follow the correct procedures and strategies to promote an effective approach to discipline.
  ○ Establish a positive school climate by implementing restorative practices to foster a sense of community around our school.
  ○ Commit to racial equity and inclusion to create a safe and warm atmosphere for all students.
  ○ Rolled out Possip Pulse checks to family bi-monthly and staff monthly
  ○ Use restorative practices to support every student in having access to a safe, secure, and orderly school setting that is conducive to learning.

➢ **Solution/Next Steps:**
- Work with HaWanna to set up a coaching plan and culture priorities
  - Culture Walkthrough Observation Rubric
  - Instructional rubric with culture items
  - Kraken Guides alignment with Behavior Matrix and DeansList
- Entered school wide behavior into new platform DeansList.
  - Train staff on DeansList during next inService on Monday, January 2nd
- Possip
  - Start student pulse check in Possip monthly and reduce parent pulse checks to once a month
  - Created a system to identify high priority concerns and address them urgently

**(3) Principal Development**

- Talent Management: Principal Retention - 100%
- School Leadership Levers

➢ **Outcome:**
- 100% of teachers and leaders receive feedback in Grow.
  - Preliminary data for Grow for HS and MS combined:
    - 8 observations, 20 meetings, 41 quick feedback, 19 action steps

➢ **Causes:**
- Managed principals around Grow expectations
- Normed what instruction and teacher development at Kairos will look and feel like
- Ensure all new teachers were added to Grow

➢ **Solution/Next Steps:**
- Norm schoolwide that all teachers receive 2 pieces of feedback weekly at a minimum
  - Classroom Observation (ID)
  - Culture observation (RJC)
  - Lesson internalization feedback (ID)
- Define and provide examples of quality Grow Feedback. Two Glows, One-Two Grows, One Action Step
- Norm lesson internalization document uploaded into Grow
- [Grow feedback](#)

## January Priorities (in addition to next steps above)

1. MOY NWEA test for HS and HS
2. STAR Cycle 4 Testing for CSI scholars
3. Truancy Conversation
4. Possip Pulse Checks

4

     a. **Parents (Fridays, biweekly):** January 13, January 27, February 10, February 24, March 10, April 7, April 21, May 5, May 19, June 16.

     b. **Staff and Student (Wednesdays, monthly):** January 25, February 22, March 15, April 26, May 17, June 28.

5. GTL Weekly meetings
6. Weekly Data Meetings
7. Parent Academy will start back in February
8. Cycle 4 PFA Incentive
9. MS Risk of Retention 22-23
10. ADA phone calls
11. School Leadership Levers: 8B (Organizing Time and Task);  6A(Coach and Manage Leaders);  6C (Facilitate Daily Huddle); 6D (Facilitate Weekly Tactical)

**Highlights**



Culture Camp '23

# Board Update—CoS

January 2023
Marnae Chavers

## CoS Board Update

Change the way you look at things, and the things you look at change.

—*Wayne Dyer*

## Role Priorities

The Chief of Staff is a critically important role, enabling the CEO to maximize time, effectively work with internal and external stakeholders, make organization-wide decisions, and to fulfill their commitments to achieve the mission of Kairos Academies' internal teams, Board of Directors, and Team & Family. They are responsible for the success of the leadership team. They are the champion of the team's overarching priorities and as such, the Chief of Staff helps the CEO and their leadership team navigate through uncertainty, risk, and change management to achieve those goals and priorities.

## December Priorities

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1. **Aggregate board survey data to make a plan for Spring board events**

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**Final Metric:** Have an Outline of Q3 and Q4 priorities based on CoS and BoT survey analysis. (Complete)

**Causes:**

1. I determined which board members had and had not completed the board survey by 12/6. I then sent individual follow-up emails to all board members who had an incomplete survey.
2. Analyzed data from BoT meeting with AJ/KG 12/14 to plan and brainstorm board processes and comms sys gaps in Q1+Q2.

**Next Steps:**

Create a board playbook that includes board processes, roles and duties, board calendar, Network/school events for SY23-24.

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2. **Create Event Planning PD for All-Staff January Inservice**

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**Final Metric:**
To have a codified process for event planning to share with staff by January Inservice.

**Causes:**

</td>
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*an integrated community of self-directed learners, leaders, and citizens*

1. I met with Finance (Ben) and OPS (Nathan) to get an idea of gaps in event planning
2. I used the low inference data I collected and my experience to create a draft of the event planning process. After talking with KG we decided it may be best to create a one-pager rather than taking up a whole PD slot since event planning is really relevant to a few work streams.
3. I set up a time for cross-team review (Kayla, Ben, Darius, Nathan) of the event planning process 1/13.

**Next Steps:**
➢ Take team recommendations from meeting to adjust the Kairos Academies event planning document. Share the event planning one-pager with Triad members week of 1/23 for last recommendations via email. Then add the document to the Network weekly newsletter 2/4 issue.

**Final Metric-** Have draft recordings of huddle and tactical by COB, Dec. (Incomplete)

**Causes:**
1. I invited Stuart to one SL huddle and one SL tactical. He recorded both.

**Next Steps:**

3. **Create an OPS mechanisms recording plan with Stuart. Complete recordings in the month of December.**

➢ Stuart recorded the meetings but we think the way in which we recorded them was probably ineffective. Our best bet is to record Tactical and huddle via Zoom and to share the recordings with Stuart to be added to the Intranet with timestamps. My next steps are to secure the date of the recorded Huddle and Tacticals in the month of February during the quarterly meeting when we go through the scheduling portion of the meeting. The goal is to have these uploaded onto the Intranet by the end of February.

2

**KAIROS**
ACADEMIES: ST. LOUIS

# Board Update—COO

January 2023
Nathan Jacobs

## On My Mind

"The problem isn't that you're too busy. You are too busy, but that's not the problem. The problem is that you're acting like a firefighter instead of a fire marshal."

*—Ed Batista*

## Role Priorities

The COO will serve as the operations mastermind for the network. COOs will focus on building management capacity and ensure that all operational goals are achieved, with a particular emphasis on ADA, Enrollment, Health Services, Technology, Beginning of Year (BOY) planning, Operations Staff Retention, & Building Upkeep.

## December Priorities

| | |
|---|---|
| **(1) Resetting Internal and External Ticket Systems** | ➢ **Outcome: Complete**<br>➢ **Causes: Ticket system had several broken and confusing systems in place.   Wanted to streamline the process and also place more ways to gain data metrics on workloads for each of my staff**<br>➢ **Solution/Next Steps:  WIth Jack's assistance and alot of research online I was able to revamp the ticket system for both parent facing and staff facing.  I also rolled out 2 new ticket systems: On Campus Activity Request & Field Trip Request Form.** |
| **(2) Staffing Department to 100% of Approved HeadCount** | ➢ **Outcome: Incomplete - 2 Registrar roles still need to be hired on.**<br>➢ **Causes: Have had 2 different interviews for the vacant positions.  Focus on finding quality candidates that have experience in a registrar role.**<br>➢ **Solution/Next Steps:  Push for team to post open roles to their own individual social media pages.  Setting aside 30 minutes each week to review candidates in pipeline to push qualified candidates to interview sooner.** |
| **(3) Development and training for campus leaders** | ➢ **Outcome: On Track - Have 3 different trainings/shadowing trips scheduled for various ops team members.**<br>➢ **Causes:  Prioritized development of team members to ensure cross-trainings for different roles can be established**<br>➢ **Solution/Next Steps: Ensure "look for's" for staff are** |

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Powered by BoardOnTrack

**created for each training opportunity to ensure that tools and resources are being brought to the team.**

## January Priorities

- Plan out 2x2 development cycle
- Rollout Front Office Quality Check
- Hiring and Onboarding new staff members
- Building Refresh Project

2