



Kairos Academies

Kairos Academies Board Meeting

NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Published on May 31, 2023 at 12:42 PM CDT

Date and Time

Thursday June 1, 2023 at 6:00 PM CDT

Location

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

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.

Agenda

	Purpose	Presenter	Time
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- | | | | |
|-------------------------------------|--|--|----------------|
| I. Opening Items | | | 6:00 PM |
| A. Record Attendance | | | |
| B. Call the Meeting to Order | | | |
| C. Public Comment | | | |
| D. Mission Statement | | | |

	Purpose	Presenter	Time
	Kairos empowers students to direct their own lives and learning.		
E.	Vision Statement		
	By offering a 21st-century school model, Kairos will empower parents with a meaningful alternative to the traditional structures that have subjugated children and segregated families in our city for over a century. If Kairos achieves its mission, our graduates will develop the academic function to unlock post-secondary opportunities and the executive function to thrive in whichever opportunity they choose. Wherever they go, graduates will exercise meaningful agency among their peers, leading themselves and the institutions that structure their communities.		
F.	Approve March 30, 2023 Board Meeting Minutes	Approve Minutes	
II.	Finance Committee Updates		6:00 PM
A.	Draft Budget Update		
B.	Monthly Financials (March and April)		
C.	Kairos Academies 2022 990		5 m
III.	Executive Committee Updates		6:05 PM
A.	Strategic Planning Update		
B.	Policies and Documents for Voting		
IV.	Governance Committee Updates		
A.	CEO Evaluation Process		
B.	Advisory Committee Updates		
V.	Program Committee Updates		
A.	POSSIP		
B.	IXL		
C.	Summit Learning		
D.	GROW		

	Purpose	Presenter	Time
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E.	Testing		
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F.	Graduation Requirements		
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VI. Facilities Committee Update

A.	Community Engagement Update		
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B.	Closed Session		
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	RSMo Section 610.021.(2)		
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VII. CEO Updates

A.	Teaching and Learning		
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B.	School Finance and OPS Updates		
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C.	Compliance and Recruitment Updates		
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D.	Advocacy and Development		
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E.	Senior Leadership March Goal Updates		
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VIII. Closing Items

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

Coversheet

Monthly Financials (March and April)

Section:	II. Finance Committee Updates
Item:	B. Monthly Financials (March and April)
Purpose:	
Submitted by:	
Related Material:	April 2023 Financial Report.xlsx

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

April 2023 Financial Report.xlsx

Coversheet

Kairos Academies 2022 990

Section:	II. Finance Committee Updates
Item:	C. Kairos Academies 2022 990
Purpose:	
Submitted by:	
Related Material:	2021 990.pdf

Kerber, Eck & Braeckel LLP
One South Memorial Dr. Ste 900
Saint Louis, MO 63102

Kairos Academies
2315 Miami St.
St. Louis, MO 63118

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Caution: Forms printed from within Adobe Acrobat products may not meet IRS or state taxing agency specifications. When using Acrobat, select the "Actual Size" in the Adobe "Print" dialog.

CLIENT'S COPY



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

P 314.231.6232
F 314.880.9307

April 25, 2023

Ms. Eloise Schlafly
Kairos Academies
2315 Miami St.
St. Louis, MO 63118

Dear Ms. Schlafly:

Enclosed are the original and one copy of the 2021 Exempt Organization return, as follows...

2021 Form 990

Instructions for filing the above forms are furnished for easy reference.

Your copies should be retained for your files.

Please review the returns for completeness and accuracy.

We prepared the returns from information you furnished us without verification. Upon examination of the returns by tax authorities, requests may be made for underlying data. We therefore recommend that you preserve all records which you may be called upon to produce in connection with such possible examinations.

We sincerely appreciate the opportunity to serve you. Please contact us if you have any questions concerning the tax returns.

Sincerely,

Gina M. Cochran, CPA
Kerber, Eck & Braeckel LLP

TAX RETURN FILING INSTRUCTIONS

FORM 990

FOR THE YEAR ENDING

June 30, 2022

Prepared For:

Ms. Eloise Schlafly
Kairos Academies
2315 Miami St.
St. Louis, MO 63118

Prepared By:

Kerber, Eck & Braeckel LLP
One South Memorial Dr. Ste 900
Saint Louis, MO 63102

Amount Due or Refund:

Not applicable

Make Check Payable To:

Not applicable

Mail Tax Return and Check (if applicable) To:

Not applicable

Return Must be Mailed On or Before:

Not applicable

Special Instructions:

This return has qualified for electronic filing. After you have reviewed the return for completeness and accuracy, please sign, date and return Form 8879-TE to our office. We will transmit the return electronically to the IRS and no further action is required. Return Form 8879-TE to us by May 15, 2023

Form **8879-TE****IRS e-file Signature Authorization
for a Tax Exempt Entity**

OMB No. 1545-0047

Department of the Treasury
Internal Revenue ServiceFor calendar year 2021, or fiscal year beginning JUL 1, 2021, and ending JUN 30, 2022**2021**▶ **Do not send to the IRS. Keep for your records.**
▶ **Go to www.irs.gov/Form8879TE for the latest information.**

Name of filer

Kairos Academies

EIN or SSN

81-5408421Name and title of officer or person subject to tax **Eloise Schlafly
Board Treasurer****Part I Type of Return and Return Information**

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line **1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not complete more than one line in Part I.**

1a Form 990 check here ▶ <input checked="" type="checkbox"/>	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b <u>7,702,404.</u>
2a Form 990-EZ check here ... ▶ <input type="checkbox"/>	b Total revenue, if any (Form 990-EZ, line 9)	2b _____
3a Form 1120-POL check here ▶ <input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3b _____
4a Form 990-PF check here ... ▶ <input type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part V, line 5)	4b _____
5a Form 8868 check here ▶ <input type="checkbox"/>	b Balance due (Form 8868, line 3c)	5b _____
6a Form 990-T check here ▶ <input type="checkbox"/>	b Total tax (Form 990-T, Part III, line 4)	6b _____
7a Form 4720 check here ▶ <input type="checkbox"/>	b Total tax (Form 4720, Part III, line 1)	7b _____
8a Form 5227 check here ▶ <input type="checkbox"/>	b FMV of assets at end of tax year (Form 5227, Item D)	8b _____
9a Form 5330 check here ▶ <input type="checkbox"/>	b Tax due (Form 5330, Part II, line 19)	9b _____
10a Form 8038-CP check here ▶ <input type="checkbox"/>	b Amount of credit payment requested (Form 8038-CP, Part III, line 22)	10b _____

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that ☒ I am an officer of the above entity or ☐ I am a person subject to tax with respect to (name of entity) _____, (EIN) _____ and that I have examined a copy of the 2021 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

PIN: check one box only

☒ I authorize **Kerber, Eck & Braeckel LLP** to enter my PIN **24035**
ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax ▶

Date ▶

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

37311763102

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2021 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶ _____ Date ▶ **04/25/23**

ERO Must Retain This Form - See Instructions
Do Not Submit This Form to the IRS Unless Requested To Do So

LHA For Privacy act and Paperwork Reduction Act Notice, see instructions.

Form **8879-TE** (2021)

Form **8868**
(Rev. January 2022)Department of the Treasury
Internal Revenue Service**Application for Automatic Extension of Time To File an
Exempt Organization Return**

OMB No. 1545-0047

- **File a separate application for each return.**
- **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Type or print File by the due date for filing your return. See instructions.	Name of exempt organization or other filer, see instructions. Kairos Academies	Taxpayer identification number (TIN) 81-5408421
	Number, street, and room or suite no. If a P.O. box, see instructions. 2315 Miami St.	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. St. Louis, MO 63118	

Enter the Return Code for the return that this application is for (file a separate application for each return)

0	1
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Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12
Form 990-T (corporation)	07		

Bennie Jackson

- The books are in the care of ► **2315 Miami St. - Saint Louis, MO 63118**

Telephone No. ► **314-252-0602**

Fax No. ► _____

- If the organization does not have an office or place of business in the United States, check this box ☐ ► ☐
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and TINs of all members the extension is for.

- 1 I request an automatic 6-month extension of time until **May 15, 2023**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

► ☐ calendar year _____ or
 ► ☒ tax year beginning **JUL 1, 2021**, and ending **JUN 30, 2022**.

- 2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return
☐ Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

LHA **For Privacy Act and Paperwork Reduction Act Notice, see instructions.**Form **8868** (Rev. 1-2022)

Form **990**Department of the Treasury
Internal Revenue Service

Extended to May 15, 2023

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021Open to Public
Inspection**A** For the 2021 calendar year, or tax year beginning **JUL 1, 2021** and ending **JUN 30, 2022****B** Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization**Kairos Academies**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

2315 Miami St.

Room/suite

City or town, state or province, country, and ZIP or foreign postal code

St. Louis, MO 63118**F** Name and address of principal officer: **Dr. Khalil Graham****2315 Miami St., Saint Louis, MO 63118****D** Employer identification number**81-5408421****E** Telephone number**314-252-0602****G** Gross receipts \$ **7,702,404.****H(a)** Is this a group returnfor subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. See instructions

H(c) Group exemption number ▶**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ **kairosacademies.org****K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: **2016** **M** State of legal domicile: **MO****Part I Summary**

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: Kairos Academies is a public charter school located in St. Louis, Missouri leveraging a
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3	Number of voting members of the governing body (Part VI, line 1a) 8
	4	Number of independent voting members of the governing body (Part VI, line 1b) 8
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a) 35
	6	Total number of volunteers (estimate if necessary) 50
	7a	Total unrelated business revenue from Part VIII, column (C), line 12 0.
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11 0.	
Revenue	8	Contributions and grants (Part VIII, line 1h) 3,840,247.
	9	Program service revenue (Part VIII, line 2g) 15,414.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d) 83.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 0.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 3,855,744.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 7,702,404.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0.
	14	Benefits paid to or for members (Part IX, column (A), line 4) 0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 750,452.
	16a	Professional fundraising fees (Part IX, column (A), line 11e) 0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 0.
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 1,894,197.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 2,644,649.
19	Revenue less expenses. Subtract line 18 from line 12 1,211,095.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16) 1,816,887.
	21	Total liabilities (Part X, line 26) 2,646.
	22	Net assets or fund balances. Subtract line 21 from line 20 1,814,241.
	22	Net assets or fund balances. Subtract line 21 from line 20 3,597,960.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	Eloise Schlafly, Board Treasurer Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name Steve Eckhard CPA	Preparer's signature Steve Eckhard CPA	Date 04/25/23	Check if self-employed <input type="checkbox"/>	PTIN P00019710
	Firm's name ▶ Kerber, Eck & Braeckel LLP	Firm's EIN ▶ 43-0352985	Phone no. 314-231-6232		
Firm's address ▶ One South Memorial Dr. Ste 900		Saint Louis, MO 63102			

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Form 990 (2021)

Kairos Academies

81-5408421

Page **2****Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response or note to any line in this Part III ☐**1** Briefly describe the organization's mission:

Kairos Academies is a public charter school located in St. Louis, Missouri leveraging a personalized learning curriculum, one-to-one academic coaching model, and a restorative justice approach to social emotional development.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **4,777,569.** including grants of \$) (Revenue \$ **59,753.**)

Kairos Academies is a public charter school located in St. Louis, Missouri leveraging a personalized learning curriculum, one-to-one academic coaching model, and a restorative justice approach to social emotional development.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4c** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4d** Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **4,777,569.**Form **990** (2021)

Form 990 (2021)

Kairos Academies**81-5408421**Page **3****Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1 X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b	X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e	X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13 X	
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	X

Form 990 (2021)

Kairos Academies

81-5408421

Page **4****Part IV Checklist of Required Schedules** (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	38	X

Note: All Form 990 filers are required to complete Schedule O**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	5
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	X

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Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 35		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X	
Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		X
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b If "Yes," enter the name of the foreign country			
See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		X
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state?	13a		
Note: See the instructions for additional information the organization must report on Schedule O.			
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	15		X
If "Yes," see the instructions and file Form 4720, Schedule N.			
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		X
If "Yes," complete Form 4720, Schedule O.			
17 Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?	17		
If "Yes," complete Form 6069.			

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Page **6****Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒**Section A. Governing Body and Management**

	1a	1b	2	3	4	5	6	7a	7b	8a	8b	9	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	8													
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.														
b Enter the number of voting members included on line 1a, above, who are independent		8												
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2											X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?				3	X									
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?				4										X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?				5										X
6 Did the organization have members or stockholders?				6										X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?				7a										X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?				7b										X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:														
a The governing body?				8a	X									
b Each committee with authority to act on behalf of the governing body?				8b	X									
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O				9										X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	10a	10b	11a	11b	12a	12b	12c	13	14	15a	15b	16a	16b	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a														X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		10b													
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?			11a	X											
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.															
12a Did the organization have a written conflict of interest policy? If "No," go to line 13					12a	X									
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?					12b	X									
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done							12c	X							
13 Did the organization have a written whistleblower policy?							13	X							
14 Did the organization have a written document retention and destruction policy?							14	X							
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?															
a The organization's CEO, Executive Director, or top management official							15a	X							
b Other officers or key employees of the organization							15b	X							
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.															
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?							16a								X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?							16b								

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **None**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records **Bennie Jackson - 314-252-0602**
2315 Miami St., Saint Louis, MO 63118

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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Gavin Schiffres Ex-Officio/CEO	1.00 40.00			X				0.	216,086.	5,370.
(2) Jack Krewson Chief Strategy Officer	1.00 40.00			X				0.	192,816.	8,247.
(3) Brittany Kelleher COO	1.00 40.00			X				0.	157,541.	7,619.
(4) Nick Johnson Director of Finance and Operations	1.00 40.00			X				0.	58,745.	3,421.
(5) Hugh Eastwood Board President	1.00	X		X				0.	0.	0.
(6) Eloise Schlafly Treasurer	1.00	X		X				0.	0.	0.
(7) Kevin Kerr Board Secretary	1.00	X		X				0.	0.	0.
(8) Chisom Uche Treasurer to 8/31/21	1.00	X		X				0.	0.	0.
(9) Aaron Jackson Director	1.00	X						0.	0.	0.
(10) Katie Owens Director	1.00	X						0.	0.	0.
(11) Nicole Plair Director	1.00	X						0.	0.	0.
(12) Amanda Sullivan Director	1.00	X						0.	0.	0.
(14) Whitney Young Director	1.00	X						0.	0.	0.

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Page **8****Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
1b Subtotal								0.	625,188.	24,657.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								0.	625,188.	24,657.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Kairos Academies Vanguard 2315 Miami St, St. Louis, MO 63118	Management and other services	2,087,967.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **1**

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Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	7,078,814.				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1f	563,835.				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f						
Program Service Revenue	2 a Other Local Revenue	Business Code	611110	30,569.	30,569.		
	b Program Service Medical		611110	16,968.	16,968.		
	c Food Service		722514	12,216.	12,216.		
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f				59,753.		
	Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			2.		
4 Income from investment of tax-exempt bond proceeds							
5 Royalties							
6 a Gross rents		6a	(i) Real (ii) Personal				
b Less: rental expenses		6b					
c Rental income or (loss)		6c					
d Net rental income or (loss)							
7 a Gross amount from sales of assets other than inventory		7a	(i) Securities (ii) Other				
b Less: cost or other basis and sales expenses		7b					
c Gain or (loss)		7c					
d Net gain or (loss)							
8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18		8a					
b Less: direct expenses		8b					
c Net income or (loss) from fundraising events							
9 a Gross income from gaming activities. See Part IV, line 19		9a					
b Less: direct expenses		9b					
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances		10a					
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a	Business Code					
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d						
	12 Total revenue. See instructions				7,702,404.	59,753.	0.

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Kairos Academies81-5408421 Page **10****Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

☒ X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	922,214.	912,903.	9,311.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	167,400.	163,952.	3,448.	
9 Other employee benefits	61,596.	61,596.		
10 Payroll taxes	69,104.	68,360.	744.	
11 Fees for services (nonemployees):				
a Management	951,254.	475,627.	475,627.	
b Legal	23,228.		23,228.	
c Accounting	21,600.		21,600.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	2,112,342.	1,813,375.	298,967.	
12 Advertising and promotion				
13 Office expenses	223,634.	201,410.	22,224.	
14 Information technology	48,031.	20,335.	27,696.	
15 Royalties				
16 Occupancy	1,074,529.	850,113.	224,416.	
17 Travel	1,908.	185.	1,723.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings	62,677.	62,677.		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	61,373.	51,681.	9,692.	
23 Insurance	20,359.		20,359.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a Food Service	93,700.	93,700.		
b Telephone and Communica	2,081.		2,081.	
c Student Transportation	1,655.	1,655.		
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	5,918,685.	4,777,569.	1,141,116.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

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Kairos Academies81-5408421 Page **11****Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	1,787,766.	1	3,215,840.
	2 Savings and temporary cash investments		2	22,881.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	18,500.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 433,678.		
	b Less: accumulated depreciation	10b 61,373.	29,121.	10c 372,305.
	11 Investments - publicly traded securities		11	
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 33)	1,816,887.	16	3,629,526.	
Liabilities	17 Accounts payable and accrued expenses		17	31,566.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	2,646.	25	0.
	26 Total liabilities. Add lines 17 through 25	2,646.	26	31,566.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions		27	
	28 Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds	0.	29	0.
	30 Paid-in or capital surplus, or land, building, or equipment fund	0.	30	0.
	31 Retained earnings, endowment, accumulated income, or other funds	1,814,241.	31	3,597,960.
	32 Total net assets or fund balances	1,814,241.	32	3,597,960.
	33 Total liabilities and net assets/fund balances	1,816,887.	33	3,629,526.

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Kairos Academies81-5408421 Page **12****Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	7,702,404.
2	Total expenses (must equal Part IX, column (A), line 25)	2	5,918,685.
3	Revenue less expenses. Subtract line 2 from line 1	3	1,783,719.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,814,241.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	3,597,960.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input type="checkbox"/> Accrual <input checked="" type="checkbox"/> Other <u>See Sch O</u> If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	X	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	X	

Form **990** (2021)

Schedule A (Form 990) 2021

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Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	50,637.	358,663.	203,297.	384,024.	764,264.	1,392,516.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf			114,351.			114,351.
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	50,637.	358,663.	214,732.	384,024.	764,264.	1,403,951.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						1,403,951.

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	50,637.	358,663.	214,732.	384,024.	764,264.	1,403,951.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources				83.	2.	85.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						1,403,960.
12 Gross receipts from related activities, etc. (see instructions)					12	75,167.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f))	14	100.00	%
15 Public support percentage from 2020 Schedule A, Part II, line 14	15		%
16a 33 1/3% support test - 2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization			<input checked="" type="checkbox"/>
b 33 1/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions			<input type="checkbox"/>

Schedule A (Form 990) 2021

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Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

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Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

	Yes	No
1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2 Activities Test. Answer lines 2a and 2b below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
2a		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
2b		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No" provide details in Part VI .		
3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
3b		

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.**
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2021

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Kairos Academies**81-5408421** Page **7****Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions		Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5	
6 Other distributions (<i>describe in Part VI</i>). See instructions.	6	
7 Total annual distributions. Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8	
9 Distributable amount for 2021 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1 Distributable amount for 2021 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2021 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2021			
a From 2016			
b From 2017			
c From 2018			
d From 2019			
e From 2020			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2021 distributable amount			
i Carryover from 2016 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2021 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2021 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2022. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2017			
b Excess from 2018			
c Excess from 2019			
d Excess from 2020			
e Excess from 2021			

Schedule A (Form 990) 2021

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

SCHEDULE D
(Form 990)Department of the Treasury
Internal Revenue Service**Supplemental Financial Statements**▶ Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021Open to Public
Inspection

Name of the organization

Kairos Academies

Employer identification number

81-5408421

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area

☐ Protection of natural habitat ☐ Preservation of a certified historic structure

☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶

4 Number of states where property subject to conservation easement is located ▶

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

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Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

- a ☐ Public exhibition
 b ☐ Scholarly research
 c ☐ Preservation for future generations
 d ☐ Loan or exchange program
 e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ☐ _____ %
 b Permanent endowment ☐ _____ %
 c Term endowment ☐ _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) Unrelated organizations
 (ii) Related organizations

	Yes	No
3a(i)		
3a(ii)		
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		339,202.	48,458.	290,744.
d Equipment		94,476.	12,915.	81,561.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				372,305.

Schedule D (Form 990) 2021

Schedule D (Form 990) 2021

Kairos Academies**81-5408421** Page **3****Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... ☒

Schedule D (Form 990) 2021

Schedule D (Form 990) 2021

Kairos Academies

81-5408421 Page 4

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	7,702,404.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	0.
3	Subtract line 2e from line 1	3	7,702,404.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0.
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	7,702,404.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	5,918,685.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	0.
3	Subtract line 2e from line 1	3	5,918,685.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0.
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	5,918,685.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part X, Line 2:

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 information returns which are subject to audit by the Internal Revenue Service generally for three years from the date they are to be filed.

SCHEDULE E
(Form 990)Department of the Treasury
Internal Revenue Service**Schools**▶ **Complete if the organization answered "Yes" on Form 990,
Part IV, line 13, or Form 990-EZ, Part VI, line 48.**▶ **Attach to Form 990 or Form 990-EZ.**▶ **Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2021**Open to Public
Inspection**

Name of the organization

Kairos Academies

Employer identification number

81-5408421**Part I**

- 1** Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2** Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3** Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its taxable year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II
- See Part II**

- 4** Does the organization maintain the following?
- a** Records indicating the racial composition of the student body, faculty, and administrative staff?
- b** Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?
- c** Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?
- d** Copies of all material used by the organization or on its behalf to solicit contributions?
- If you answered "No" to any of the above, please explain. If you need more space, use Part II.

- 5** Does the organization discriminate by race in any way with respect to:
- a** Students' rights or privileges?
- b** Admissions policies?
- c** Employment of faculty or administrative staff?
- d** Scholarships or other financial assistance?
- e** Educational policies?
- f** Use of facilities?
- g** Athletic programs?
- h** Other extracurricular activities?
- If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.

- 6a** Does the organization receive any financial aid or assistance from a governmental agency?
- b** Has the organization's right to such aid ever been revoked or suspended?
- If you answered "Yes" on either line 6a or line 6b, explain on Part II.
- 7** Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Part II

	YES	NO
1	X	
2	X	
3	X	
4a	X	
4b	X	
4c	X	
4d	X	
5a		X
5b		X
5c		X
5d		X
5e		X
5f		X
5g		X
5h		X
6a	X	
6b		X
7	X	

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.**Schedule E (Form 990) 2021**

Part II **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information.

Line 3 - Explanation of Nondiscrimination Policy:

Kairos Academies publicized its non-discriminatory, open-enrollment policy in newspaper articles documenting Kairos' sponsorship and authorization. Kairos was also party to press releases from our charter school sponsor (Missouri Charter Public School Commission) that publicizes our non-discriminatory, open-enrollment policies. Kairos' admission policy is a matter of public record on both the State Board of Education's website and Kairos' website.

Line 6 - Explanation of Government Financial Aid:

The organization is a public charter school principally funded by local, state and federal monies received through the Missouri Department of Elementary and Secondary Education.

**SCHEDULE J
(Form 990)**Department of the Treasury
Internal Revenue Service**Compensation Information**For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021Open to Public
Inspection

Name of the organization

Kairos Academies

Employer identification number

81-5408421**Part I Questions Regarding Compensation****1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.☐ First-class or charter travel☐ Housing allowance or residence for personal use☐ Travel for companions☐ Payments for business use of personal residence☐ Tax indemnification and gross-up payments☐ Health or social club dues or initiation fees☐ Discretionary spending account☐ Personal services (such as maid, chauffeur, chef)**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.☐ Compensation committee☐ Written employment contract☐ Independent compensation consultant☐ Compensation survey or study☐ Form 990 of other organizations☐ Approval by the board or compensation committee**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:**a** Receive a severance payment or change-of-control payment?**b** Participate in or receive payment from a supplemental nonqualified retirement plan?**c** Participate in or receive payment from an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:**a** The organization?**b** Any related organization?

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:**a** The organization?**b** Any related organization?

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b**2****4a****4b****4c****5a****5b****6a****6b****7****8****9****X****X****X****X****X****X****X****X****X**

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

Schedule J (Form 990) 2021

Kairos Academies**81-5408421**Page **2****Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Gavin Schiffres	(i)	0.	0.	0.	0.	0.	0.	0.
Ex-Officio/CEO	(ii)	99,086.	0.	117,000.	2,997.	2,606.	221,689.	0.
(2) Jack Krewson	(i)	0.	0.	0.	0.	0.	0.	0.
Chief Strategy Officer	(ii)	87,816.	0.	105,000.	5,812.	2,668.	201,296.	0.
(3) Brittany Kelleher	(i)	0.	0.	0.	0.	0.	0.	0.
COO	(ii)	98,541.	0.	59,000.	4,764.	3,088.	165,393.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Schedule J (Form 990) 2021

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

[illegible]

132113 11-02-21

SCHEDULE L
(Form 990)Department of the Treasury
Internal Revenue Service**Transactions With Interested Persons**▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.**▶ **Attach to Form 990 or Form 990-EZ.**▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

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Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1 (a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
			Yes	No

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958 ▶ \$

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No

Total ▶ \$

Part III Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule L (Form 990) 2021

**SCHEDULE O
(Form 990)**Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

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Name of the organization

Kairos Academies

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81-5408421

Form 990, Part I, Line 1, Description of Organization Mission:

personalized learning curriculum, one-to-one academic coaching model,
and a restorative justice approach to social emotional development.

Form 990, Part VI, Section A, line 3:

Kairos Academies Vanguard, a related organization, provided management
services to Kairos Academies including executive leadership, finance,
operations, instructional management, development, front desk, SPED
services, communication and marketing, data and platform management, staff
and volunteer recruitment, student recruitment, space expansion, foreign
language services, restorative justice programming, executive functioning
programming, extracurriculars and athletics programming and arts
programming through June 30, 2022.

Form 990, Part VI, Section B, line 11b:

All members of the board are provided a copy of the 990. The board
president and chief executive officer will review the 990 before signing.

Form 990, Part VI, Section B, Line 12c:

Board members fill out an annual conflict of interest questionnaire each
fiscal year, and new board members fill out the questionnaire upon joining
the board. This is supervised by our charter school sponsor, a state
accountability measure.

Form 990, Part VI, Section B, Line 15:

Compensation of top officials is reviewed each year by the members of the

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2021

Schedule O (Form 990) 2021

Page 2

Name of the organization	Employer identification number
Kairos Academies	81-5408421

board.

Form 990, Part VI, Section C, Line 19:

Kairos Academies' governing documents, minutes, agendas, notice of meetings, and board policies are available on its website and by request.

Form 990, Part IX, Line 11g, Other Fees:

Contract and Professional Fees:

Program service expenses	648,987.
Management and general expenses	298,967.
Fundraising expenses	0.
Total expenses	947,954.

Instruction and Special Education professional services:

Program service expenses	894,744.
Management and general expenses	0.
Fundraising expenses	0.
Total expenses	894,744.

Student health services :

Program service expenses	269,644.
Management and general expenses	0.
Fundraising expenses	0.
Total expenses	269,644.

Total Other Fees on Form 990, Part IX, line 11g, Col A	2,112,342.
--	------------

Form 990, Part XII, Line 1:

The organization uses the modified cash basis of accounting.

Schedule O (Form 990) 2021

Page **2**

Name of the organization	Employer identification number
Kairos Academies	81-5408421

Form 990, Part XII, Line 2c:

No changes from the prior year.

**SCHEDULE R
(Form 990)**Department of the Treasury
Internal Revenue Service**Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

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2021**Open to Public
Inspection**

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81-5408421**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
Kairos Academies Vanguard - 84-1988590 2315 Miami Street St. Louis, MO 63118	To support the operations of Kairos Academies	Missouri	501(c)(3)	Line 7			X

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2021

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	X
b Gift, grant, or capital contribution to related organization(s)	1b	X
c Gift, grant, or capital contribution from related organization(s)	1c	X
d Loans or loan guarantees to or for related organization(s)	1d	X
e Loans or loan guarantees by related organization(s)	1e	X
f Dividends from related organization(s)	1f	X
g Sale of assets to related organization(s)	1g	X
h Purchase of assets from related organization(s)	1h	X
i Exchange of assets with related organization(s)	1i	X
j Lease of facilities, equipment, or other assets to related organization(s)	1j	X
k Lease of facilities, equipment, or other assets from related organization(s)	1k	X
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	X
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	X
o Sharing of paid employees with related organization(s)	1o	X
p Reimbursement paid to related organization(s) for expenses	1p	X
q Reimbursement paid by related organization(s) for expenses	1q	X
r Other transfer of cash or property to related organization(s)	1r	X
s Other transfer of cash or property from related organization(s)	1s	X
2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.		

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) Kairos Academies Vanguard	P	2,087,967.	Cash paid
(2) Kairos Academies Vanguard	M	2,087,967.	Cash paid
(3)			
(4)			
(5)			
(6)			

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

Coversheet

Senior Leadership March Goal Updates

Section:	VII. CEO Updates
Item:	E. Senior Leadership March Goal Updates
Purpose:	
Submitted by:	
Related Material:	May_CoS_GoalsUpdate.pdf SDFHR- April Priority Update.pdf CSO May Board Board Update (April Review).pdf MDS Board Meeting Report 5_30.pdf



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.

April Priorities

Have a clear picture of DESE and MCPSC compliance measures for April board meeting

Final Metric: Have clear picture of Compliance measures for DESE and MCPSC for April board meeting.

Steps:

- Attend CEO/CoS data deep dive.
- Spend time analyzing the scores and learning how KA can receive the best scores possible.
- Meet with relevant stakeholders to educate them on APR and AR and problem solve toward satisfactory scores

Next Steps:

Present finds at the April board meeting.


Goal: Have clear logistics and submit all relevant docs for the CSP grant monitoring visit and TNTP visit.

Steps: I met with all the external stakeholders and determined the purpose of the visit, deliverables, and visit dates.

Organize March and April School visits

1. Coordinated the submission of materials before, during and after the visit
2. Created the agendas for the monitoring visit and shared them with the SL team and school teams.
3. Ensured events were on the calendar and served as the main point person for the visit.
4. Made time in Q4 to ensure all documentation was uploaded for future visits and APRs.

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Next Steps: Add important grant dates to the Network calendar for future reference and make time to review CSP materials from Porcheay. Set up travel for the Virginia conference.

May Big Rock:

Goal: To know the who, when, and what for DESE submissions.

Action Steps:

1. Meet with Micheal 5/4 to review compliance docs. See what he knows about CSIP and ICAP submission
 2. Set up a meeting with someone from DESE (Bette) to fill in the gaps of knowledge I have
 3. Update calendar to reflect important dates.
-

Next Steps:

- Present finds at the April board meeting.





SDFHR Board Update

The mere imparting of information is not education. Above all things, the effort must result in making a man think and do for himself.

—Carter G Woodson

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. Along with HR leadership manager counsel, and development and implementation of effective human resource strategies.

April Priority Report

Prepare first draft of 23-24 Budget

Outcome: Each team will submit their budget by May 31st

Causes

- Did not anticipate the knowledge gap of leaders' budget development.

Solutions

- We have met with leaders to assist them through the process
- Will meet with principal on May 28, 2023 to review final draft

Reduce the duplication in services we may receive from contractors. Vendor or technology platforms

Outcomes

- Receive preliminary list of Tech platforms

Causes:

- We have made some progress in non renewals of some platforms. I am still waiting on justification for other platforms. The outstanding list is the last of the platforms and I should have the complete list done by 6/15.

Solutions/Next Steps:

- Meet with stakeholders by Jun 5, 2023

Meet with returning staff to gauge excitement and what the Senior Leadership team can do to make next school year a GPTW.

Outcomes

- I have not started.

Causes:

- Focused on budget prep and 23-24 hiring.

Solutions/Next Steps:

- Meet with stakeholders by 6/10 and present an upgrade to benefits option package

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May Priorities

1. **Interview for coordinator role**
2. **90% of 23-24 Open positions have received an offer letter/at will agreement.**
3. **Meet all teams to finalize their budget submission.**

Highlights

- Collaborate with talent to focus on transitioning from accepted offer to signing letter of intent.

Support Needed

- Review budgets with team leads





On My Mind

"Love doesn't just sit there, like a stone, it has to be made, like bread; remade all the time, made new"
Ursula K. Le Guin

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.

April Priority Report

Recruitment Team Direct Support (105 apps)

Outcome: 84/105 apps

Causes

- Prioritized this work at the very beginning of the cycle to juice recruitment
- Added 15-20 hours recruitment work to my schedule each week
- Direct managed around outcomes
- Did not have enough capacity to drive larger numbers

Solutions/next steps

- Recruit seasonal workers for June/July/August

Building 2 Benchmarks (due diligence completed)

Outcomes

- Get Board Approval to move ahead with zoning only application to get zoning variance process started
- Due diligence on site 2 completed
- Scope of building refined
- Pro forma finalized
- NMTC consultant engaged
- Traffic Committee initiated with neighborhood

Causes:

- Community engagement and letters of support secured early
- Built operating mechanisms to continue moving this work forward on weekly basis

Solutions/Next Steps:

- Get board approval to move forward with full design work before end of June zoning hearing
- Begin Schematic design and cost modeling for different options

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	<ul style="list-style-type: none"> • Get MCPSC to approve Kairos taking out a loan • Secure bridge loan
Update Talent Tracking, communications, and meeting protocols	<p>Outcomes: Complete and transferred systems to Director of Talent. On track for fully hired next year</p> <p>Causes:</p> <ul style="list-style-type: none"> • Prioritized building system in alignment with other operating mechanisms • Modeled for DOT and slow handoff <p>Solutions/Next Steps</p> <ul style="list-style-type: none"> • Monitor data to fully hired and push in where necessary
Finalize Internal Strategic Plan	<p>Outcome:</p> <ul style="list-style-type: none"> • Nearly final draft completed—in process of being socialized and seeking revisions <p>Causes</p> <ul style="list-style-type: none"> • Did not account for socialization and revision process in timeline <p>Solutions/Next Steps:</p> <ul style="list-style-type: none"> • Preview strategic plan in C7 inservice • Plan July session to share with full faculty
Finish Leadership Institute	<p>Outcome:</p> <ul style="list-style-type: none"> • Completed all pre-June work • 3 remaining assignments for end of year <p>Causes</p> <ul style="list-style-type: none"> • Dedicated uninterrupted work time to completion • Did not accurately account for new cycle work <p>Solutions/Next Steps:</p> <ul style="list-style-type: none"> • Complete June assignments

May Priorities

1. Recruitment Team Direct Support (75 apps)
2. Building 2 Benchmarks (bridge loan, financing, new markets, multiple options)
3. On track for fully hired (95%)
4. Finalize Internal Strategic Plan



5. Finish Leadership Institute

Support Needed

- Repost talent and recruitment content to your networks





Board Meeting Report 5/30/23

Possip

Scholars: Goal 50% Participation & 85% Positivity		
Outcome Cumulative Response Rate	Cause	Solution

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<p>MS:</p> <ul style="list-style-type: none"> • Participation: 45.30 % (below goal) • Positivity: 74.29% (below goal) • Sentiment Score (1.97/3) 	<p>MS:</p> <ul style="list-style-type: none"> • Mental Health Support-students expressed concerns that there aren't enough counselors at Kairos. • Lack of instruction-8th grade students expressed concerns with teacher turnover. Throughout the academic year, History is the only core class that students did not have a teacher leave. All grades have experience teacher turnover (electives and core classes) • Utilizing resets too much-Students feel that some teachers are not being equitable with providing consequences. There is also a lack of consistency with providing positive on-Kraken pints • Bullied-students mention they do not feel that bullies receive consequences that will make them stop the misbehavior. One student mentioned "relationship work means nothing to a bully". 	<p>MS:</p> <ul style="list-style-type: none"> • Improve classroom management by maintaining consistency with following the behavior matrix • Look at providing outside mental health support 23-24 school year for students • In June, focus on student incentives to drive attendance • Focus on establishing a dress code and review the behavior matrix for the 23-24 school year. One of the areas students receive inconsistent consequences was due to an unclear expectation on appropriate school attire. Establishing a dress code, will provide an opportunity for EQUITABLE resets/positive points to be given.
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	<ul style="list-style-type: none"> • More spirit weeks needed/Incentives-Many students compared the amount of incentives in MS to the HS and expressed concerns that they didn't receive consistent incentives. 	
<p>HS</p> <ul style="list-style-type: none"> • Participation: 58.21% (above goal) • Positivity: 88% (above goal) • Sentiment Score (2.13/3) 	<p>HS</p> <ul style="list-style-type: none"> • Teacher-Student Interactions: the majority of positive feedback given was for teachers (+) • Events & Activities: second in positive feedback were events and activities; most scholars who said "yes" and left comments noted praise for teachers, events, and the colorful aesthetic of our campus (+) • Curriculum pacing: scholars report feeling overwhelmed by the number of projects they have throughout the year and the number of projects due at once (-) • Perceptions of teacher efficacy: the majority of feedback left by scholars was related to teaching and instruction, including teacher efficacy, retention, timeliness in grading, rigor, and course engagement (-) 	<p>HS</p> <ul style="list-style-type: none"> • All projects are due at the end of the cycle – scholars need direct instruction around <i>directing</i> their own learning and planning ahead for deadlines; backwards planning will be taught in Freshman Experience courses and Mentor SDs (-) • Instructional leaders may want to consider four more robust projects per year (2 per course per semester) instead of one project per cycle (-) • Culture team will execute scholar focus groups around what a great teacher does and <i>feels like</i> (short term) then work with PD team to build development that meets both Kairos models of excellence and student needs for climate and learning (long term)



Parents: Goal: 50% Participation & 85% Positivity		
Outcome Cumulative Response Rate	Cause	Solution
<p>MS:</p> <ul style="list-style-type: none"> • Participation: 60.61% (above goal) • Positivity: 78.57% (below goal) • Sentiment Score (2.21/3) 	<p>MS:</p> <ul style="list-style-type: none"> • There is not consistent communication-Parents expressed concern with communication. Many stated that they do not receive information concerning their child until the last minute. Communication Concerns include: teachers leaving, announcement of why their child received ISS/OSS, field trips, and ongoing investigations concerning their child • Teachers are taking a longer time to put in grades which makes it hard for students to catch up or redo an assignment. • High teacher turnover-parents concerned on WHY teachers are leaving • Lack of opportunity to build relationships with teachers-Parents expressed wanting to hold a traditional Parent Teacher Conference so that they can know their child's teacher. Many parents stated they would like to hear from Teachers vs RJC when 	<p>MS:</p> <ul style="list-style-type: none"> • Consistently communicate with all parents, provide at least a 24 hour window, maintain communication login dean's list • Communicate 23-24 updates on staffing to stakeholders (include in newsletter when staff member has step down) • Maintain consistent/invest in parent volunteers/Incorporate Parent Teacher Conference • Teachers have 48 hours to input grades once they have received the current class assignment (this does NOT include late assignments from teachers)



	their child has shown misbehavior in the teachers classroom.	
HS <ul style="list-style-type: none"> • Participation: 53.47% (above goal) • Positivity: 88% (above goal) • Sentiment Score (2.4/3) 	HS <ul style="list-style-type: none"> • Regular positive feedback given about inclusiveness, culture, community, events/activities; parents mention specific teachers such as Nick G., as well as events like the Talent Show (presented by student council) and KFC (Kairos Family Council) (+) • Transportation: many families site needs for transportation or support with transportation (1) • Concerns for bullying: some parents expressed concerns for potential bullying taking place in the school. • Concerns around rigor / instruction: several parents cite needing a more rigorous curriculum and advanced opportunities for scholars (-!) 	HS <ul style="list-style-type: none"> • Weekly LEAD Awards will begin in June, aligned to the core values (love, excellence, agency, diversity); greater emphasis placed on quality character; anti-bullying community meeting has been held; kindness campaigns will launch next year. • The HS instructional team is already working on ways to provide opportunities for <i>more rigor</i> for scholars that are ready for it! Enrichment opportunities will begin during the Summer. Next school year, opportunities for enrichment will be introduced sooner and more frequently • SEL curriculum will aim to increase positive scholar-scholar interactions

Staff: Goal 50% Participation & 85% Positivity		
Outcome Cumulative Response Rate	Cause	Solution
MS: <ul style="list-style-type: none"> • Participation: 72.22% (above goal) 	MS: <ul style="list-style-type: none"> • Sub Coverage is becoming 	MS: <ul style="list-style-type: none"> • Consistently communicate with all



<ul style="list-style-type: none"> • Positivity: 63.33% (below goal) • Sentiment Score (1.81/3) 	<p>overwhelming-During Cycle 5 and 6, there was an increase of call outs. Instructional teachers utilized multiple days for sub coverage. This took away from their planning time.</p> <ul style="list-style-type: none"> • It's hard to balance new deliverables with previous deliverables given by higher ups-due to high turnover remaining staff has had to take on extra duties in their role • No dress code-Although a dress code was given at the beginning of the year it has not been consistently run with fidelity. At times a teacher may give a student a reset for an outfit that another teacher saw no issue with the student wearing at school. • Class discipline-as a whole staff doesn't seem to be following the matrix with fidelity. A behavior that happens in another class, may receive a consequence in another class. • More consistent staff happy hour-Towards Cycle 6 the leadership team invested on Friday Happy Hours. When events were made, and were free, 	<p>stakeholders, provide at least a 48 hour window, maintain communication login dean's list</p> <ul style="list-style-type: none"> • Communicate 23-24 updates on staffing • Maintain consistency with following the behavior matrix. Also culture observation and providing Culture Bootcamp for teachers who are struggling with class management. • Professional Developments on how to put in resets/referrals free of biases • Maintain consistent/invest in staff outings (offering something free) • Provide opportunity for non teaching staff/leadership to do substitute coverage before teachers • If teachers have covered 2 or more classes, allow a 48 hour extension on deliverables.
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	<p>the majority of staff attended (85%).</p> <ul style="list-style-type: none"> Confusion with summit-Teachers who were onboarded, after the school summit visit, expressed concerns with not knowing how to use the platform. 	
<p>HS</p> <ul style="list-style-type: none"> Participation: 70% (above goal) Positivity: 74.55% (below goal) Sentiment Score (2.09/3) 	<ul style="list-style-type: none"> Start of year struggled more with culture Unclear systems and communication structures 	<ul style="list-style-type: none"> Maintain consistent/invest in staff outings (offering something free) Meetings with Julie P surrounding staff investment Implemented office hours for all leader ship team Anticipating above 90% for GPTW

Grow

Semester 2 Goal: 100% of teachers and leaders received two pieces of quality feedback weekly

Outcome	Cause	Solution																																																												
Semester 2 (Cycle 4-6) 15 weeks of instruction																																																														
<div>MS</div> <div><ul style="list-style-type: none">29 Teachers158 Observations246 Quick Feedback136 Action Steps</div> <div>An average of 5.4 observations</div> <div>An average of 4.6 action steps</div> <div>An average of 8.4 quick feedback</div> <table><tr><th colspan="5">Semester 2 Cycle 4-6 (15 weeks of Instruction)</th></tr><tr><th>Manager</th><th>Team Size</th><th>Observations (2 per Teacher)</th><th>Meetings (1 per Teacher)</th><th>Quick Feedback (as needed)</th></tr><tr><td>Allyson</td><td>7</td><td>54</td><td>37</td><td>32</td></tr><tr><td>Brie</td><td>6</td><td>13</td><td>16</td><td>70</td></tr><tr><td>Sam Orf</td><td>2</td><td>6</td><td>8</td><td>22</td></tr><tr><td>Sarah</td><td>6</td><td>62</td><td>90</td><td>61</td></tr><tr><td>Sherman</td><td>3</td><td>20</td><td>14</td><td>58</td></tr><tr><td>Tyler</td><td>8</td><td>55</td><td>79</td><td>37</td></tr><tr><td>Tambra</td><td>5</td><td>4</td><td>8</td><td>59</td></tr><tr><td>Nilesh</td><td>5</td><td>6</td><td>24</td><td>14</td></tr><tr><td>Bristol</td><td>1</td><td>0</td><td>7</td><td>18</td></tr><tr><td>Carrie</td><td>3</td><td>6</td><td>8</td><td>22</td></tr></table>	Semester 2 Cycle 4-6 (15 weeks of Instruction)					Manager	Team Size	Observations (2 per Teacher)	Meetings (1 per Teacher)	Quick Feedback (as needed)	Allyson	7	54	37	32	Brie	6	13	16	70	Sam Orf	2	6	8	22	Sarah	6	62	90	61	Sherman	3	20	14	58	Tyler	8	55	79	37	Tambra	5	4	8	59	Nilesh	5	6	24	14	Bristol	1	0	7	18	Carrie	3	6	8	22	<div>Allyson:</div> <div><ul style="list-style-type: none">Staff absences and coverage duties made meeting with my teachers individually more difficult. There were same day call offs and additional duties that took away one of the teachers preps.Scheduled instructional walkthroughs for the team vs. individual walkthroughs</div> <div>Brie:</div>	<div>Allyson:</div> <div><ul style="list-style-type: none">Work with the leadership team for assistance with coverage duties to allow for meetings to take priority.Make-up meetings that were missedUtilize the time before scholars arrive for meetings when we are low on staffContinue scheduling time for grow submissions after</div>
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	<ul style="list-style-type: none"> • Serving as a NDL teacher, daily, made it difficult to observe my team. At times my teaching ran next to times to meet and observe the NDL team. • As the Director of NDL everyday looked different. At least once a week I had to deal with unexpected NDL support with students and unschedule meetings with parents <p>Sarah:</p> <ul style="list-style-type: none"> • My data outcomes are above my teams' goal, which was caused by intentional calendaring of observations and check-ins as well as intentionally rescheduling check-ins if they were missed for any reason. <p>Sherman:</p> <ul style="list-style-type: none"> - Calendar time for observations and completing Grow feedback - Using the instructional look for when observing teachers. <p>Tambra:</p> <ul style="list-style-type: none"> • KAMS switched from google drive to GROW • Check in document was not uploaded to GROW during or before each check-in <p>Carrie</p> <ul style="list-style-type: none"> • Inconsistent observations and meetings with teacher (was not weekly) • Not collaborating with 	<p>instructional walkthroughs</p> <p>Brie:</p> <ul style="list-style-type: none"> • Moving forward, I will need coverage once a week for my NDL classes. The substitute will be provided all needed documents. This will ensure that I am able to observe my team. • Setting boundaries is really important in ensuring I can complete observations. Providing teachers with tools necessary to work with NDL students, so that I am not needed when I am observing (i.e. require snapshots of each student with their IEP information and reference this to teachers instead of handling it myself). Also allowing parents to sign up for meetings, with at least 72 hours prior notice. <p>Sarah:</p> <ul style="list-style-type: none"> • Continue to intentionally schedule observations and check-ins. <p>Sherman:</p> <ul style="list-style-type: none"> - Prioritize completing Grow submission after an observation. This will make sure that feedback is imputed and ready for teachers to process prior to coaching meetings. - Informing teachers what skills will be observed.
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	<p>Instructional Directors concerning their direct reports</p>	<p>Teachers will know which skills to intentionally plan to execute each week and work towards mastery.</p> <p>Tambra:</p> <ul style="list-style-type: none">● GROW is a universal tool for all teams. All meetings will be implemented in GROW● Non-negotiable all leaders meeting must be uploaded to GROW 1-2 days in advance. <p>Carrie</p> <ul style="list-style-type: none">● Maintain WEEKLY Observations with teachers● Collaborate with IDs and utilize ONE document to provide teachers with Grow feedback.																																																												
<p>HS</p> <table><tr><th colspan="5">Semester 2 Cycle 4- 6 (15 weeks of Instruction)</th></tr><tr><th>Manager</th><th>Team Size</th><th>Observations (2 per Teacher)</th><th>Meetings (1 per Teacher)</th><th>Quick Feedback (as needed)</th></tr><tr><td>Allyson</td><td>7</td><td>54</td><td>37</td><td>32</td></tr><tr><td>Brie</td><td>5</td><td>13</td><td>16</td><td>70</td></tr><tr><td>Sam Orf</td><td>2</td><td>6</td><td>8</td><td>22</td></tr><tr><td>Sarah</td><td>6</td><td>62</td><td>90</td><td>61</td></tr><tr><td>Sherman</td><td>3</td><td>20</td><td>14</td><td>58</td></tr><tr><td>Tyler</td><td>8</td><td>55</td><td>79</td><td>37</td></tr><tr><td>Tambra</td><td>5</td><td>4</td><td>8</td><td>59</td></tr><tr><td>Nilesh</td><td>5</td><td>6</td><td>24</td><td>14</td></tr><tr><td>Bristol</td><td>1</td><td>0</td><td>7</td><td>18</td></tr><tr><td>Carrie</td><td>3</td><td>6</td><td>8</td><td>22</td></tr></table>	Semester 2 Cycle 4- 6 (15 weeks of Instruction)					Manager	Team Size	Observations (2 per Teacher)	Meetings (1 per Teacher)	Quick Feedback (as needed)	Allyson	7	54	37	32	Brie	5	13	16	70	Sam Orf	2	6	8	22	Sarah	6	62	90	61	Sherman	3	20	14	58	Tyler	8	55	79	37	Tambra	5	4	8	59	Nilesh	5	6	24	14	Bristol	1	0	7	18	Carrie	3	6	8	22	<p>Nilesh:</p> <ul style="list-style-type: none">● KAHS switched from google drive to GROW● Check in document was not uploaded to GROW during or before each check-in <p>Bristol:</p> <ul style="list-style-type: none">- Gave consistent walkthrough feedback.- Met with direct report weekly but didn't always log <p>Tyler:</p> <ul style="list-style-type: none">- Consistently held meetings with teachers and uploaded into grow- All teachers were observed but some observations weren't logged into grow	<p>-Will consistently log meetings into grow from now on</p> <p>-Will track coaching loads week over week in check-ins with direct reports</p>
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STAR

Completion Rate Goal: 95% of scholars take EOY STAR testing %

MS STAR		
5th	Reading- 17/20 85%	Math-16/20 80%
6th	Reading-25/29 86%	Math-21/29 72%
7th	Reading- 35/40 88%	Math-28/40 70%
8th	Reading- 38/44 86%	Math-34/44 77%

Outcome	Cause	Solution
MS- During cycle 5 CSI screener, we were able to test 116/139= 83%	Low attendance Not making family phone calls Non-updated CSI rosters in Renaissance	Ensure all School wide systems are integrated when students schedules change, or they are withdrawn. Ensure that family phones are made to get students in the building
HS		

MS MO MAP

Completion Rate Goal: 95% of scholar tested

Outcome	Cause	Solution
MS Overall: 5th - 100% (above goal) 6th - 99.5% (above goal) 7th - 99.2% (above goal) 8th - 100% (above goal)	- Testing schedule and plan for 2 weeks of testing. - Testing room assignments for all scholars and staff	- Prioritize communications to scholar and families at least 1 month prior to testing to ensure they know when testing is happening
ELA S1: 5th - 100% 6th - 100% 7th - 99% 8th - 100%	- Designated space for scholars who had OSS to come to school and test. - Testing schedule that allowed	- Clear communication plan for scholars who are absent from a testing session. Call parents and let them know the importance of taking the



<p>ELA S2 5th - 100% 6th - 100% 7th - 100% 8th - 100%</p> <p>ELA S3 5th - 100% 6th - 99% 7th - 99% 8th - 100%</p> <p>ELA S4 (8th only) 8th - 100%</p> <p>Math S1 5th - 100% 6th - 100% 7th - 99% 8th - 100%</p> <p>Math S2 5th - 100% 6th - 99% 7th - 99% 8th - 100%</p> <p>Math S3 5th - 100% 6th - 99% 7th - 99% 8th - 100%</p> <p>Science S1 (5th & 8th only) 5th - 100% 8th - 100%</p> <p>Science S2 (5th & 8th only) 5th - 100% 8th - 100%</p>	<p>for the majority of scholars to complete the test during the session.</p> <ul style="list-style-type: none"> - Prioritizing makes up testing on day 2 of testing through last day of the cycle - Communication to families prior to testing and through testing - Adjusted bell schedule to accommodate for testing. 	<p>assessments and getting the scholar to school to take the remaining sessions and make up the session missed.</p> <ul style="list-style-type: none"> - Collaborate with GTLs on the testing plan and room assignments for scholars. This will help with any blind spots from the testing coordinator perspective and allow GTLs to identify which scholars can be testing rooms. - Sharing room assignments with scholars via email and having list posted outside of testing rooms. Informing scholars where they should go for testing. - Provide teachers and scholars adjusted bell schedule daily. Teachers and scholars will know what periods to go to after testing is complete. - Parent info session about testing. Give parents information about the test and how to best prepare and support their scholars during testing.
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HS EOC

Completion Rate Goal: 100%

Outcome	Cause	Solution
Algebra Algebra 1, Session 1 98.2%	- Testing schedule and plan created month before and given time for feedback.	- Moving students into summer session for testing.
Algebra 1, Session 2 98.2%	- Testing room assignments for all scholars and staff. Allowed for math and science teachers to roam to talk to all students	- Collaborate with GTLs on the testing plan and room assignments for scholars. This will help with any blind spots from the testing coordinator perspective and allow GTLs to identify which scholars can be testing rooms.
Biology Biology, Session 1 99.1%	- Testing schedule that allowed for the majority of scholars to complete the test during the session.	-
	- Prioritizing makes up testing on day 2 of testing through last day of the cycle	- Sharing room assignments with scholars via email and having list posted outside of testing rooms. Informing scholars where they should go for testing.
	- Communication to families prior to testing and through testing	-
	- Adjusted bell schedule to accommodate for testing.	- Provide teachers and scholars adjusted bell schedule daily. Teachers and scholars will know what periods to go to after testing is complete.
		-
		- Parent info session about testing. Give parents information about the test and how to best prepare and support their scholars during testing.
		-



Summit

Goal: 100% of scholars receive Checkpoint Feedback every 2 weeks, 90% of scholars score 70% or greater on Cog Skills

Outcome	Cause	Solution
<p>MS:</p> <p>Cog Skill- 79.5% at or above 70%</p> <p>Checkpoint Feedback: 79%</p>	<p>Cognitive Skills:</p> <ul style="list-style-type: none"> Science 7 and 8th are both without a permanent teacher KAMS has 39% of projects submitted but not scored <p>Checkpoint Feedback:</p> <ul style="list-style-type: none"> Last week (May 22-26) was a break for scholars and staff 2 weeks ago (May 8-19) was MAP testing Final Assignments were due from scholars on Wednesday May 17 <ul style="list-style-type: none"> Scholars were focused on final Projects vs Checkpoints 	<p>Cognitive Skills</p> <ul style="list-style-type: none"> Create exemplars of the final projects to allow subs and IDs to grade and provide feedback to scholars During testing cycles, emphasize teacher grading in place of lesson plan submissions during their prep periods <p>Checkpoint Feedback:</p> <ul style="list-style-type: none"> During testing cycles, emphasize teachers providing feedback in place of lesson plan submissions during their prep periods
<p>HS</p> <p>Cog Skill- 83.5 above 70% on CP Feedback- 95%</p>	<p>Cog Skill</p> <ul style="list-style-type: none"> Lots of feedback prioritized to close semester 2 Students were catching up on work before grades closed Split semester 1 and 2 caused a disruption in projects where highest cog skill wasn't tracked <p>CP Feedback</p> <ul style="list-style-type: none"> Lots of feedback prioritized to close semester 2 - 	<p>Cognitive Skills</p> <ul style="list-style-type: none"> Create exemplars of the final projects to allow subs and IDs to grade and provide feedback to scholars



IXL

Goal: As a whole school, students master 10,220 skills by the end of Cycle 6. This breaks down to

- 5th Grade: 2 skills each (Math and English)
- 6th Grade: 3 skills each (Math and English)
- 7th Grade: 4 skills each (Math and English)
- 8th Grade: 5 skills each (Math and English)

Outcome	Cause	Solution
<p>MS:</p> <ul style="list-style-type: none"> ● 566,090 questions answered ● 11,004 skills mastered ● 12,338 skills proficient ● 22,855 skills practiced ● 4,318 hours spent on IXL ● 49 questions completed per week, on average 	<p>IXL was used explicitly in Intervention courses across all grade levels.</p> <p>Mentors assigned their podlings with NWEA-aligned IXL skills to complete in English in math.</p> <p>IXL was reported out on weekly DeansList reports to families and holistically on progress reports to hold students accountable.</p>	<p>IXL was used above and beyond throughout the building to improve student growth and mastery.</p> <p>Students are committed and invested in their IXL growth across the building.</p> <p>We want to continue this kind of investment into next year and level it up by also purchasing the History and Science IXL for the Middle School.</p>

Upcoming Testing

Cycle 7 MS

- Tuesday, June 6 Reading NWEA
- Wednesday, June 7 Language NWEA
- Thursday, June 8 Math NWEA
- Friday, June 9 Science NWEA

Cycle 7 HS

- Tuesday, June 6: NWEA Reading
- Wednesday, June 7: NWEA Language
- Thursday, June 8: NWEA Math



At Risk for Retention

Outcome	Cause	Solution
<p>MS:</p> <div style="background-color: #D9EAD3; padding: 5px; border: 1px solid #A6C9EC;"> <p>MS Risk of Retention 22-23</p> <ul style="list-style-type: none"> 5th Grade - 3 Students 6th Grade- 10 Students 7th Grade- 22 Students 8th Grade- 11 Students Total: 46 at risk </div>	<ul style="list-style-type: none"> Attendance <76% Academics <70% Mastery in more than one subject area Lack of investment in Summit Platform from teachers, students, and families 	<ul style="list-style-type: none"> Attendance Incentives for each cycle Academic Incentives After school tutoring Monday, Tuesday, Thursday, and Saturday Proper training for teachers, students, and families for the Summit Platform <ul style="list-style-type: none"> Culture/Academic Bootcamp Acceleration and Remediation Plan Implemented parent academy to educate parent on the how to use Summit and work with students at home. Visited Summit Schools and Summit Training was implemented for all staff weekly and orbi-weekly.
<p>HS:</p> <ul style="list-style-type: none"> - 40 students failed at least 1 course (not at risk of failing) - 18 students failed more than 3 courses 	<ul style="list-style-type: none"> - Students who are failing grades largely have less than 75% attendance - First time students have not been able to make up work into the summer time - Push towards informing families that students are failing well in advance 	<ul style="list-style-type: none"> - June is all about remediation. Students who have failed a course will have the option to get credit for that course. They will be put in specific remediation groups with teachers to work on content that they need to finish to pass.

