



Kairos Academies

Kairos Academies Mid-Year Board Retreat

Published on February 22, 2024 at 10:09 AM CST

Date and Time

Saturday February 24, 2024 at 8:00 AM CST

Location

3449 S. Jefferson Avenue
Saint 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
I. Opening Items			8:00 AM
A. Record Attendance			
B. Call the Meeting to Order		Aaron Jackson	
C. Approve Minutes	Approve Minutes	Nicole Plair	
Approve minutes for Kairos Academies Board Meeting on December 14, 2023			
D. Approve Minutes	Approve Minutes	Nicole Plair	

	Purpose	Presenter	Time
Approve minutes for Kairos Academies- Audit Ad Hoc Meeting on December 22, 2023			
E.	Approve Minutes	Nicole Plair	
Approve minutes for Kairos Academies Mid-Year Board Retreat on July 22, 2023			
F.	Welcome and Overview of Agenda	Aaron Jackson	
II.	Kairos Academies Leadership Team		8:00 AM
A.	Managing Director of Schools Updates	FYI Kendrah Underwood	15 m
B.	Chief Operating Officer Updates	FYI Nathan Jacobs	15 m
C.	Managing Director of Finance and HR Updates	FYI Bennie Jackson	15 m
D.	Chief Strategy Officer Updates	FYI Jack Krewson	15 m
E.	Chief of Staff Updates	FYI Marnae Chavers	15 m
F.	CEO Goals Updates	Khalil Graham	10 m
III.	Board Retreat Agenda		9:25 AM
A.	Governance Update Board Goals Review Board Succession Planning	Discuss Whitney Young	20 m
B.	24-25 Budget Overview- Board Priorities	Discuss Lindsay Phillips/ Bennie Jackson	30 m
C.	Kairos Foundation and Fundraising	FYI Jack Krewson	10 m
D.	Strategic Plan Review	FYI Jack Krewson	30 m
IV.	External Stakeholder Visits and Training		10:55 AM
A.	Sunshine Law Review and Training Advice regarding legal action involving public governmental body and its attorney.	FYI Thomas Durphy	60 m
B.	NextPrep Overview	FYI Riley Foster	30 m
V.	Closing Items		12:25 PM

	Purpose	Presenter	Time
A. Adjourn Meeting	Vote		

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Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	C. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Kairos Academies Board Meeting on December 14, 2023

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Meeting

Date and Time

Thursday December 14, 2023 at 6:00 PM

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.

Directors Present

A. Jackson (remote), A. Sullivan (remote), H. Eastwood (remote), M. Vachow (remote), N. Plair (remote), W. Young (remote)

Directors Absent

K. Owen

Ex Officio Members Present

K. Graham (remote)

Non Voting Members Present

K. Graham (remote)

Guests Present

B. Jackson (remote), J. Krewson (remote), K. Underwood (remote), M. Chavers (remote), N. Jacobs (remote), Tonya Richardson (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Thursday Dec 14, 2023 at 6:03 PM.

C. Public Comment

- No public comments

D. Mission Statement

- Recited Kairos Mission Statement

E. Vision Statement

- Recited Kairos Vision Statement

II. Facilities Committee Update

A. Facilities Committee Goals Update

- No updates to Goals

B. Construction Update

- Formalizing new facility acquisition
 - Acquisition is dependent on Charter Renewal

C. Current Facilities Update

- Bids submitted for Request for Proposal for 5th floor
 - Add ceilings in the classrooms to decrease noise
- Building Safety by standards of our sponsor

D. Ad Hoc Facilities Meeting in early February

- Adhoc meeting early February, survey will be sent out to find a convenient date for the board to discuss Construction financing

III. Program Committee

A. Committee Goals Update

- Updates:
 - The program committee commits to developing a process to educate and train the entire board on proper academic oversight by June 1 2024.-
 - Board to understand how curriculum is developed, how classroom teachers get a sense of how students are performing
 - Academic Oversight will be added as a topic at Board Retreat

B. MS and HS Updates

- Positive developments in Middle School Faculty Engagement feedback, indicating improvement and ongoing progress in this area
- Prepping students for Testing
- Establishing a strategy to address chronic absenteeism
 - Implementing necessary measures to engage and support students who are chronically absent to enhance attendance rates

C. MDS Update

IV. Finance Committee

A. Finance Committee Goals Update

Goals:

- Finance Committee Commits to ensure 60-120 days of cash on hand - off track
 - Goal for end of year 30-45 days, we expect to get to 60 days
 - dependent on ADA
 - ADA would close the gap sooner

B. Audit Update

- Review and Approve necessary audit periods (Dec) - On Track

C. Staff Human Resources Update

D. Newest Financials

- Reviewed October Statement of Activities
 - we will monitor expenses as we close the revenue gap
 - November financials will reflect an increase in revenue

V. Governance Committee Updates

A. Governance Committee goals update

- Goals are in progress

B. Board Member Succession Plan

Board Member Succession Plan in progress

C. Mid-Year Retreat

Board to vote on the following dates for Board Retreat:

- Sat Feb 24, 2024
- Sat Mar 2, 2024

D. Charter Renewal Update

- Received feedback from the Commission on our Draft
- Based on feedback from the Commission we made the following revisions:
 - Page 30 - MAP Goals (changed the growth from 1% a year to 2% a year)
 - Page 33 - Graduation Progress (changed the senior year goals to actual graduation % instead of on track to graduate)
 - Page 63 - Org Chart (clearly defined the Leadership Org Chart)
- Board will vote to Submit Charter Renewal Updates to the Commission for the Jan 18th Meeting
- After Commission Approval, DESE will vote at their Feb Board Meeting

H. Eastwood made a motion to Submission of Charter Renewal Application to Sponsor for Vote for Renewal.

W. Young seconded the motion.

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

Roll Call

A. Sullivan Aye
N. Plair Aye
A. Jackson Aye
H. Eastwood Aye

Roll Call

W. Young Aye
M. Vachow Aye
K. Owen Absent

E. MEC PFD Reminder

- Board to submit annual filings to Missouri Ethics Commission for Personal Financial Disclosure.

F. CEO Succession Plan

- Reviewed Succession plan Document, no updates have been made

H. Eastwood made a motion to Approve the CEO Succession Plan.

A. Sullivan seconded the motion.

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

G. 23-24 Board Calendar

Updates to Facilities Meetings

N. Plair made a motion to Approve 23-24 Board Calendar.

W. Young seconded the motion.

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

Roll Call

A. Jackson Aye
H. Eastwood Aye
W. Young Aye
M. Vachow Aye
A. Sullivan Aye
K. Owen Absent
N. Plair Aye

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:09 PM.

Respectfully Submitted,
H. Eastwood

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Miami St., St. Louis, MO 63118 ☎ hq@kairosacademies.org ☎ 314-252-0602

Coversheet

Approve Minutes

Section: I. Opening Items
Item: D. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Kairos Academies- Audit Ad Hoc Meeting on December 22, 2023

APPROVED



Kairos Academies

Minutes

Kairos Academies- Audit Ad Hoc Meeting

Date and Time

Friday December 22, 2023 at 8:30 AM

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

Directors Present

A. Jackson (remote), A. Sullivan (remote), H. Eastwood (remote), K. Owen, M. Vachow, N. Plair (remote), W. Young (remote)

Directors Absent

None

Ex Officio Members Present

K. Graham (remote)

Non Voting Members Present

K. Graham (remote)

Guests Present

B. Jackson (remote), Gina Cochran (remote), Kayla Baumgartner (remote), M. Chavers (remote)

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting to order on Friday Dec 22, 2023 at 8:31 AM.

II. Presentation of the Audit

A. Audit Overview

Reviewed Auditing procedures:

- Auditors responsibility is to possess an opinion on our financial statements and provide uniform guidance
- Unbiased opinion - there are no reservations presenting the financial statements
- Gina reviewed P 16- 19 info from ASBR (Annual secretary of board report) back to DESE
- Significant Accounting Policies - there were no new Accounting Policies adopted this year
- Modified Cash Bases of Accounting was Followed
- Proper Cut off of all transactions
- Complied with all ethical requirements to be ethical dependent audit
- No consultation with other independent accounting
- Financial Statments have sensitive disclosures (NOTE L) based on Charter School Renewal
 - if charter is not renewed the intent is 2023-2024 will be the final school year for the institution
- Financial statements are prepared on a going prepared bases - prepared as if the school will not shut down
- There were some difficulties in performing audit due to delays and receiving accurate information.
 - There will be additional billings provided
- No uncorrected statements - Adjusted Journal entry was attached
- to covert financial statements to modified cash bases of accounting
- Additional entries added by Audit
- Management overwrite of controls is required and must be considered a required risk on all audits
- Improper revenue recognition is recorded on cash bases due to a significant portion of schools revenue is tied to attendance
- Expansion and cost associated with expansion a Risk has been identified under assets and liabilities
- No action is necessary related to board to the risk
- Some risk identified are the same as previous year (2022-2023)

Unmodified opinion on Financial Statements:

Review of Independent Auditors Report

- Statement of Assets and Net Assets Modified Cash Basis. 3.3 Million in total assets, made up of cash and cash equivalents. Net depreciation of 1.3 Million
- 71k are with donor restrictions in terms of net assets
 - Note K p 14 breaks it out

Reviewed Statement of Revenues

- 9.9 M in Total Revenue
- 10.7 M in total expenses
- No efforts specifically allocated to Fundraising
- p 15 Note L - gives details of Going Concerns
- Note M - Commitments and Contingencies on Purchase and Sale Agreement

Reviewed Federal Report

- P 8. - 1.8 M in Federal Awards
- P. 10 Summarizes Audit Procedures over financial statements and single audit

Reviewed Audit Findings:

- 1 Material Weakness identified (2023003)
 - Noted Material Non Compliance in Financial Statements (2023003) in accordance with governmental audit
- Did not qualify as Low Risk Audittee
- Repeat of 2022003 - school did not have adequate internal controls in place
 - Have talked to management and get responses
 - School should implement internal control policies
- 2023002 - did not get restricted revenue schedule
 - Management needs to do one for next year
- Repeat of 2022004 - Material weakness in terms of uniform guidance
 - Purchases orders not prepared and price
 - recommend procedures be established to monitor compliance with uniform guidance
- Repeat of 2022005 Physical inventory count not completed
- Repeat of 2022006 supporting documentation needs to be maintained to be validated and tested through audit
 - Schools procurement procedures to be reviewed prior to entering

Reviewed Resolved Findings from previous year:

- Finding 2022001 resolved - Related to PSR and submitting timely payments on all employees
- 2022002 Related to donation software, historical data that is maintained

Board must take action in terms of approving the report

Final version of report will be sent to file with DESE

B. Optional Q&A

No questions on Audit

C. Audit Approval (Vote)

W. Young made a motion to Approve 2023 Audit.

H. Eastwood seconded the motion.

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

Roll Call

N. Plair	Aye
M. Vachow	Absent
W. Young	Aye
A. Sullivan	Aye
K. Owen	Absent
A. Jackson	Aye
H. Eastwood	Aye

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:02 AM.

Respectfully Submitted,
H. Eastwood

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Miami St., St. Louis, MO 63118 ☎ hq@kairosacademies.org ☎ 314-252-0602

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	E. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Kairos Academies Mid-Year Board Retreat on July 22, 2023

APPROVED



Kairos Academies

Minutes

Kairos Academies Mid-Year Board Retreat

Date and Time

Saturday July 22, 2023 at 8:00 AM

Location

Zoom

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

Directors Present

A. Jackson (remote), A. Sullivan (remote), E. Schlafly (remote), K. Kerr (remote), K. Owen (remote), M. Vachow (remote), N. Plair (remote)

Directors Absent

H. Eastwood, W. Young

Ex Officio Members Present

K. Graham (remote), M. Howard (remote)

Non Voting Members Present

K. Graham (remote), M. Howard (remote)

Guests Present

B. Jackson (remote), J. Krewson (remote), M. Chavers (remote), N. Jacobs (remote), Tom Murphy (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting to order on Saturday Jul 22, 2023 at 8:10 AM.

II. Board Retreat Agenda

A. Welcome and Overview of Agenda

B. Mission, Vision, Values Review

Commit, connect, and communicate is the mantra Kairos uses to align mission, vision, and values. Influencing day to day behavior is the key to healthy mission, vision, and values.

C. What's Next? Forward and Backwards Review of SY 22-23 and SY 23-24

The last year was focused on getting systems in place and rallying around the new leadership. Charter renewal and potential facility expansion are front and center for next year's priorities.

Katie Owen joined at 8.33am CT

D. Kairos Charter Renewal Updates

Charter renewal public hearing is on October 17th at 5pm CT. Board Interview is at 6pm CT. The commission will visit the school on November 15 and 16th.

E. Kairos Foundation and Fundraising

Kairos Foundation will not have any employees. Director of Fundraising would be a Kairos Academies employee.

F. Strategic Plan Review

Focusing now on implementation of the strategic plan. Jack will spend the next month and a half to inform different teams of their responsibilities and major timeline events. Khalil's overall goal is a holistic presentation that can identify areas of strength and improvement.

Senior team members joined at 9am CT: Nathan, Bennie, Jack, and Kendrah

III. Kairos Academies Leadership Team

A. CEO Goals Updates

B. Chief Operating Officer Updates

Nathan

Update:

70% staff retention

80% persistence

Big rocks:

Auxiliary Service Playbook (i.e. facilities, child nutrition plans)

DOO Playbook 2.0 (i.e. understand and communicate daily priorities)

Student Enrollment/Recruitment Pathway - moving from Strategy to Operations

C. Chief of Staff Updates

Marnae

Update:

91% epicenter submissions

100% senior leader retention

predicted APR 67%

Big rocks:

Exemplary Governance - 90% of board committees meeting EOY goals

Development of the CEO Office - 85% GPTW for Senior Team/ Network Team

Operating Mechanism Accountability & Excellence - 90% managers demonstrate proficiency in operating mechanisms

D. Managing Director of Schools Updates

Kendrah

Update:

ELA is doing better than Math but both are behind

We're seeing more improvement in the higher achievement percentiles than the lower percentiles

Big rocks:

Summit 2.0 Internalization - 90% Kairos Classes meet minimum summit expectations

Lead organization to being a GPTW - 85% average

School Leader Excellence

E. Senior Director of Finance and HR Updates

Bennie

Update:

GPTW Survey 64%

Met 60% Financial Goals - ones not met were cash on hand (>120 days) and positive margin (>-1.5%)

Big rocks:

Create accountable financial systems for all managers

Lead organization to being a GPTW

Support excellent implementation of Kairos Talent Initiatives with Performance Management

F. Chief Strategy Officer Updates

Jack

Update:

Hired 86%

goal enrollment projecting 87-97%

65% returning students next year

Big rocks:

Moving recruitment under operations

Hiring two full time recruitment

Including exit interviews

Mia Howard and Tom Durphy joined at 10.30am CT

IV. Executive Session

A. RsMo Section 610.021.(1) and (2)

N. Plair made a motion to enter executive session in accordance with 610.021.(1) and (2).

A. Sullivan seconded the motion.

Mia Howard, Jack Krewson, and Tom Durphy also attended.

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

Roll Call

E. Schlafly Aye

W. Young Absent

N. Plair Aye

K. Kerr Aye

A. Sullivan Aye

H. Eastwood Absent

A. Jackson Aye

Roll Call

K. Owen Aye

M. Vachow Absent

A. Sullivan made a motion to exit executive session in accordance with 610.021.(1) and (2).

N. Plair seconded the motion.

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

Roll Call

A. Sullivan Aye

A. Jackson Aye

E. Schlafly Aye

W. Young Absent

N. Plair Aye

H. Eastwood Absent

M. Vachow Aye

K. Owen Aye

K. Kerr Aye

V. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:58 AM.

Respectfully Submitted,

K. Kerr

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Miami St., St. Louis, MO 63118 ☎ hq@kairosacademies.org ☎ 314-252-0602

Coversheet

Managing Director of Schools Updates

Section:	II. Kairos Academies Leadership Team
Item:	A. Managing Director of Schools Updates
Purpose:	FYI
Submitted by:	
Related Material:	MDS- Cycle 4 Update.pptx.pdf

	Goal	Target	Kairos Academies - Kairos Academies Mid-Year Board Retreat - Agenda - Saturday February 24, 2024 at 8:00 AM									
			23-24 MDS									
1	MO Map Achievement	30% Advanced 60% Proficient 90% Basic	MS ELA: 56% Below, 18% Basic, 15% Proficient, 11% Advanced MS Math: 71% Below, 16% Basic, 7% Proficient, 6% Advanced MS Science: 5th Grade RIT 191.1 National Average 208/ 6th Grade RIT 197.8 National Average 214/ 7th Grade RIT 211.9 National Average 220/ 8th Grade RIT 211.6 National Average 224									
2	EOC Achievement (9th Grade 22-23)	30% Advanced 60% Proficient 90% Basic	Biology	10% (-20%) 34% (-26%) 73% (-17%)	Algebra	18% (-12%) 34% (-26%) 63% (-27%)	Off Track					
3	NWEA Growth	70% of scholars meet their grow target	5th ELA: 31% 5th Math: 35%	6th ELA: 26% 6th Math: 31%	7th ELA: 48% 7th Math: 45%	8th ELA: 61% 8th Math: 38%	9th ELA: 42% 9th Math: 56%	10th ELA: 35% 10th Math: 55%				
4	CSI Growth	50% of Students meet 2+ Growth	5th: 20% 9th Math: 60%	6th: 22.27% 10th Math: 60%	7th: 39.40%	8th: 32.43% 9th ELA: 44%	10th ELA: 37%	Off Track				
5	Mentoring Effectiveness	75% of mentoring expectations met	KAMS - 62% Overall, 79% contacts, 36% goals, 71% check ins KAHS - 53% Overall, 67% contacts, 30% goals, 63% check ins						Off Track			
6	Average Daily Attendance	95% ADA	MS: 85.4% HS: 81.05%	Total 83.95%				Off Track				
7	Student Persistence/Enrollment	85%	MS: 91.81% HS: 92.50%	Total 92.11%				On Track				
8	Staff Retention	85%	97%	On Track								
9	Budgeted Spending	Below 100K	\$65,933	Powered by BoardOnTrack							22 of 71	

MDS Cause Reflections

Quarterly Priorities On Track (At end of Cycle)	Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (At end of Cycle)	Driver Goals on Track (By end of Cycle)
<p>Currently 1/5 of my quarterly priorities are on track</p> <ul style="list-style-type: none"> ● Increase Summit execution effectiveness (in progress) ● Summit Instructional Look Fors (off track) ● Mentoring Effectiveness (on track) ● MS Principal Coaching and Development (in progress) 	<p>Currently 1/5 of my Cycle priorities are on track</p> <ul style="list-style-type: none"> ● <u>NWEA Testing</u> (95% Tested) Off Track ● <u>NWEA Growth</u> Off Track ● <u>CSI Growth</u> Off Track * ● <u>ADA</u> Off Track ● Data Meetings (On Track) 	<p>Currently 1/3 of my Big Rocks are on track</p> <ul style="list-style-type: none"> ● Summit 2.0 Internalization <ul style="list-style-type: none"> ○ Set clear expectations, monitor accountability, and create authentic avenues for support ● Lead organization to being a GPTW (in progress at risk) <ul style="list-style-type: none"> ○ GPTW Action plans ○ Tamra #1 Priority ● School Leader Excellence (Never got off the ground) 	<p>90% Basic/60% Proficient/30% Advanced (off-track) 70% NWEA (Growth) (off-track) 85% Great Place To Work (in progress at risk)</p> <ul style="list-style-type: none"> ● MS 38% ● HS: 85% <p>95% ADA (off-track)</p> <ul style="list-style-type: none"> ● MS: 85.4% ● HS: 81% <p>85% Student persistence (on track)</p> <p>MS: 91.81% HS: 92.50%</p>

What I will key causes have I identified to my results

Gaps in my Knowledge set (what did I not know enough of?)	Gaps in my Skill Set (what did I not have enough skill for?)	Gaps in my Mind Set (What did I not have the right mindset about?)	Gaps in my Action Set (What did I just not do?)
<p>-I was unaware that no amount of influence can make a person buy-into a concept they are not fully committed to making work</p> <p>-I didn't know the Summit platform was going away at the end of the school year</p> <p>-Understand the depth of the lack of leader accountability at the MS and HS schools</p> <p>-I was unaware the creation of the counter messages about Network school team was coming from the principals</p>	<p>-I didn't inspect everything I expected from the principals</p> <p>-I didn't insist I was at the table for all academic conversations and strategy meeting surrounding academics</p> <p>-I didn't hold the principals accountable for setting a vision of academic excellence for each classroom and firmly holding it</p> <p>-I was solving and held accountable problem I could never fix</p>	<p>-I kept providing solutions to a team that wasn't 100% bought in</p> <p>-I believed we could complete the school year together</p> <p>-The weight of the team fell on my shoulders and regardless of the strength of the team we are judged by our weakest link</p>	<p>-Inspect GROW feedback weekly</p> <p>-Inspect all deliverables, especially in Inservice plans, data meeting agenda, lesson internalization</p> <p>_ Hold principals accountable for all deliverables and in turn ensure they held their leadership accountable</p>

MDS Next Step Accountability

What will I do next?	When will I do it by (Date)?	How will I know its complete (Success Criteria)?	What help do I need from my team?
<ul style="list-style-type: none"> -Spend 80% of time at the school conducting observations, providing feedback and offering support -Continue to place an emphasis on inspection of expectations -Align my calendar with principals and IDs 	<ul style="list-style-type: none"> - Each week in Cycle 5 (2/26-3/25) spend time on the ground making observations - Conduct tactical every Monday in Cycle 5 (2/26, 3/ 4, 3/11) - Attend Data Meetings every Wednesday (2/28; 3/6; 3/13) 	<ul style="list-style-type: none"> - Daily I share my findings on the MDS Focus Area Tracker - Daily during the SL Morning Huddle I will share my finding with the SL Team - Weekly during tactical I will share a week at glance with trends, what worked well and areas of continuous improvement 	<ul style="list-style-type: none"> -Continue to build relationships with all Network School Team members -Respond to request with support and rationale when declining support -Offer support with tasks you feel you have expertise in

What needs to develop to ensure I hit my results

Developing my Knowledge set (what did I not know enough of?)	Developing my Skill Set (what did I not have enough skill for?)	Developing my Mind Set (What did I not have the right mind about?)	Developing my Action Set (What did I just not do?)
<ul style="list-style-type: none"> -Develop more learning Q's for team, especially principals, so I can stop doing and start supporting -Plan and hold true to time to inspect my expectations and provide timely feedback 	<ul style="list-style-type: none"> - Following up with consequences if something is not done 	<ul style="list-style-type: none"> -Continue to I'm turning up the love and accountability 	5 Steps to Change <ol style="list-style-type: none"> 1. Vision 2. Expectations 3. Professional Learning 4. Monitor and Support 5. Accountability

Coversheet

Chief Operating Officer Updates

Section:	II. Kairos Academies Leadership Team
Item:	B. Chief Operating Officer Updates
Purpose:	FYI
Submitted by:	
Related Material:	COO C4 Stepback 2324.pdf

Team Summary: Operations, Data, Tech, & Recruitment

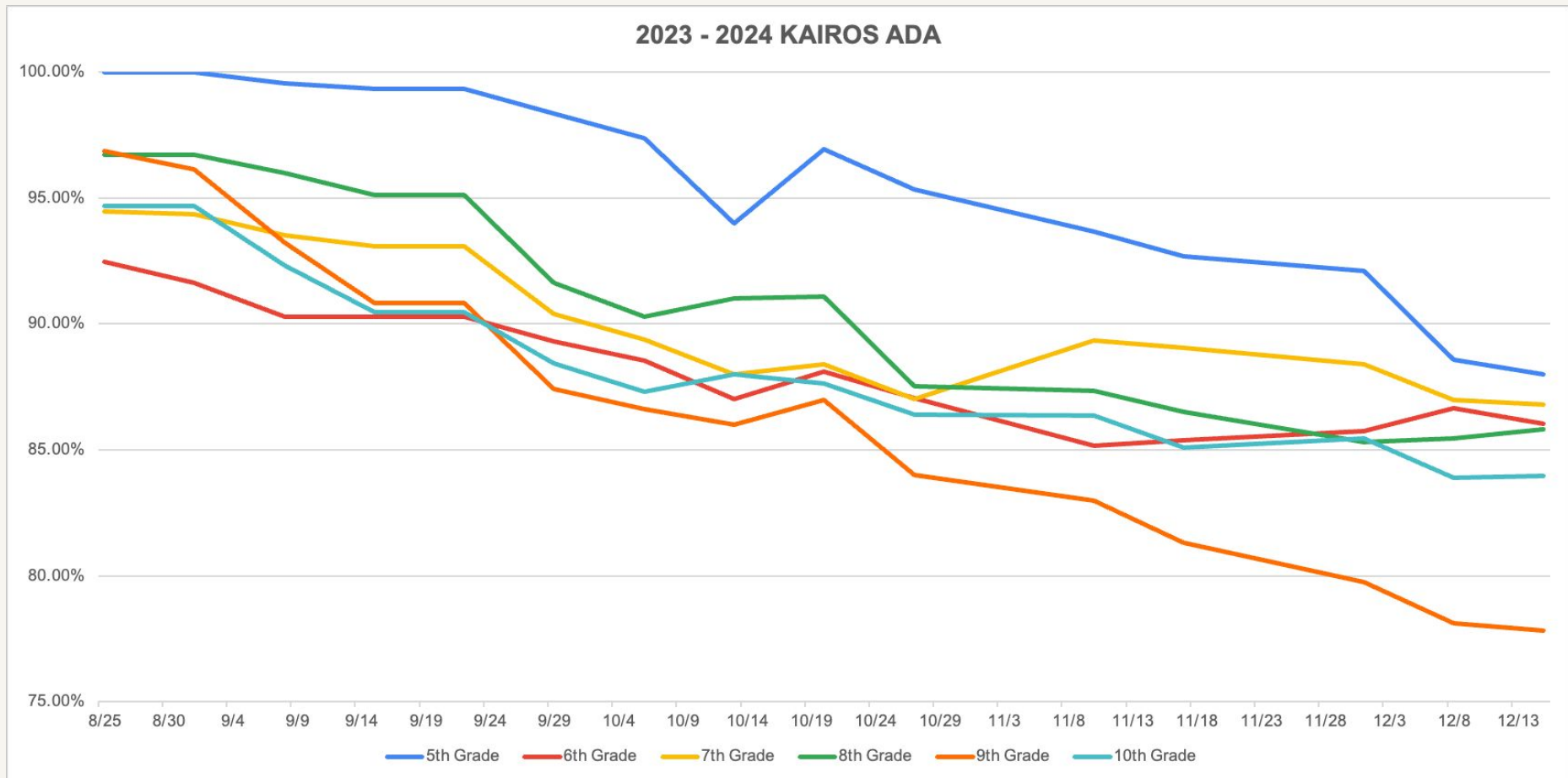
	Metric	Q1	Q2	Q3/C4 Actual	Off Track	Q4
1	80% Ops Staff Retention	1 Nurse 1 Registrar	100% for Q2	100% for Q3	On Track	N/A
2	95% Middle School ADA	93.68%	86.44%	85.05% YTD 82.56% C4	Off Track	N/A
3	95% High School ADA	92.37%	80.68%	82.08% YTD 82.90% C4	Off Track	N/A
4	85% Middle School Persistence	99.45%	93.25%	91.81%	On Track	N/A
5	85% High School Persistence	100%	94.34%	92.5%	On Track	N/A
6	100% Drill Submission	N/A	100% Completed 10 Evac 3 Lockdown (types) 1 Severe Weather	7/14	Off Track	N/A
7	100% Enrolled by FDOS (APPLICATIONS PTG)	529 Enrolled 9 Apps	497 Current Enrolled 80	491 Enrolled 113 Apps	TBD	N/A
8	100% Data Submission Accuracy	N/A	October Submission Complete	December Submission Complete (missed correction window)	On Track	N/A
9	90% Stakeholder Satisfaction	N/A	TBD	71% Satisfaction S1 Survey	Off Track	N/A

Sr. Leader Cause Reflections

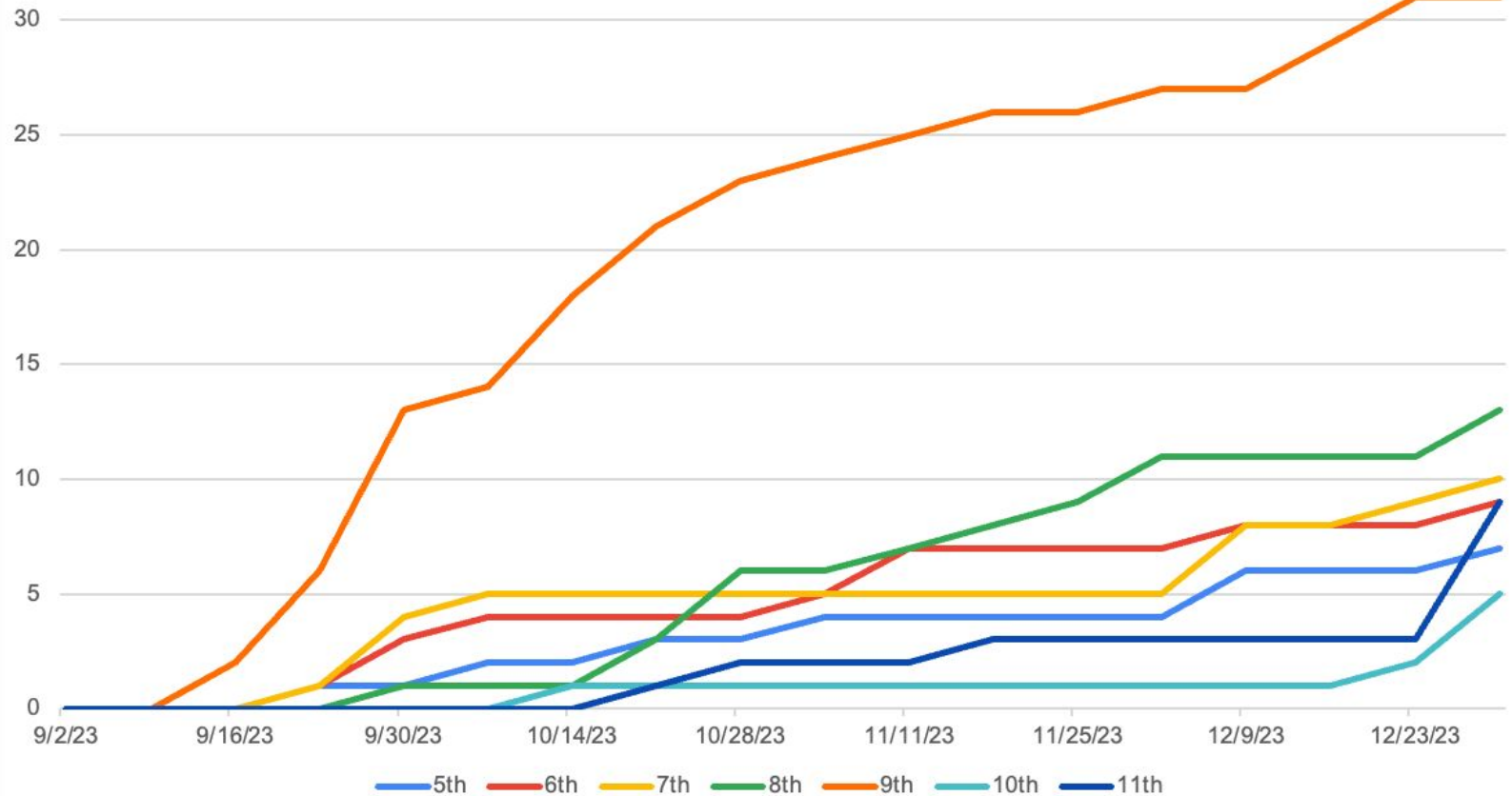
Quarterly Priorities On Track (At end of Cycle)	Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (At end of Cycle)	Driver Goals on Track (By end of Cycle)
<p>Currently 2/3 of my Cycle priorities are on track</p> <ul style="list-style-type: none"> - Enrollment Milestones - S2 ADA Push - Academic Calendar Built out and finalized - Auxiliary Services Playbook - Safety & Security Upgrades - Implementation and monitoring 	<p>Currently 1/3 of Cycle Priorities are on track</p> <ul style="list-style-type: none"> - Finalize Academic Calendar Draft - Re-Enrollment - ADA Escalation Matrix - Establish Custodian Binder - Safety Practices 	<p>Currently 2/3 of my Big Rocks are on Track</p>	<ul style="list-style-type: none"> -EOY School Review 90/30 (Off Track) -EOY Annual Review (On Track) -EOY APR (On Track) -GPTW Certification (On Track) -Charter Renewal (Off-Track)
What I will key causes have I identified to my results			
<p>Gaps in my Knowledge set (what did I not know enough of?)</p> <ul style="list-style-type: none"> -I was unaware of the process for renewal application writing -I didn't know about spending for the construction project 	<p>Gaps in my Skill Set (what did I not have enough skill for?)</p> <ul style="list-style-type: none"> -I did not write with enough detail in the charter school application for RW/MM 	<p>Gaps in my Mind Set (What did I not have the right mindset about?)</p> <ul style="list-style-type: none"> -I spent too much time listening to different opinions on our facilities plan instead of stamping the path forward with our needs for 1M in cash reserves just for construction. 	<p>Gaps in my Action Set (What did I just not do?)</p> <ul style="list-style-type: none"> -Did not schedule feedback in GROW regularly -Did not attend pre school review meeting with steve to ensure proper rationale was set -Did not sit with Bennie to review network team expenditures

Sr. Leader Next Step Accountability

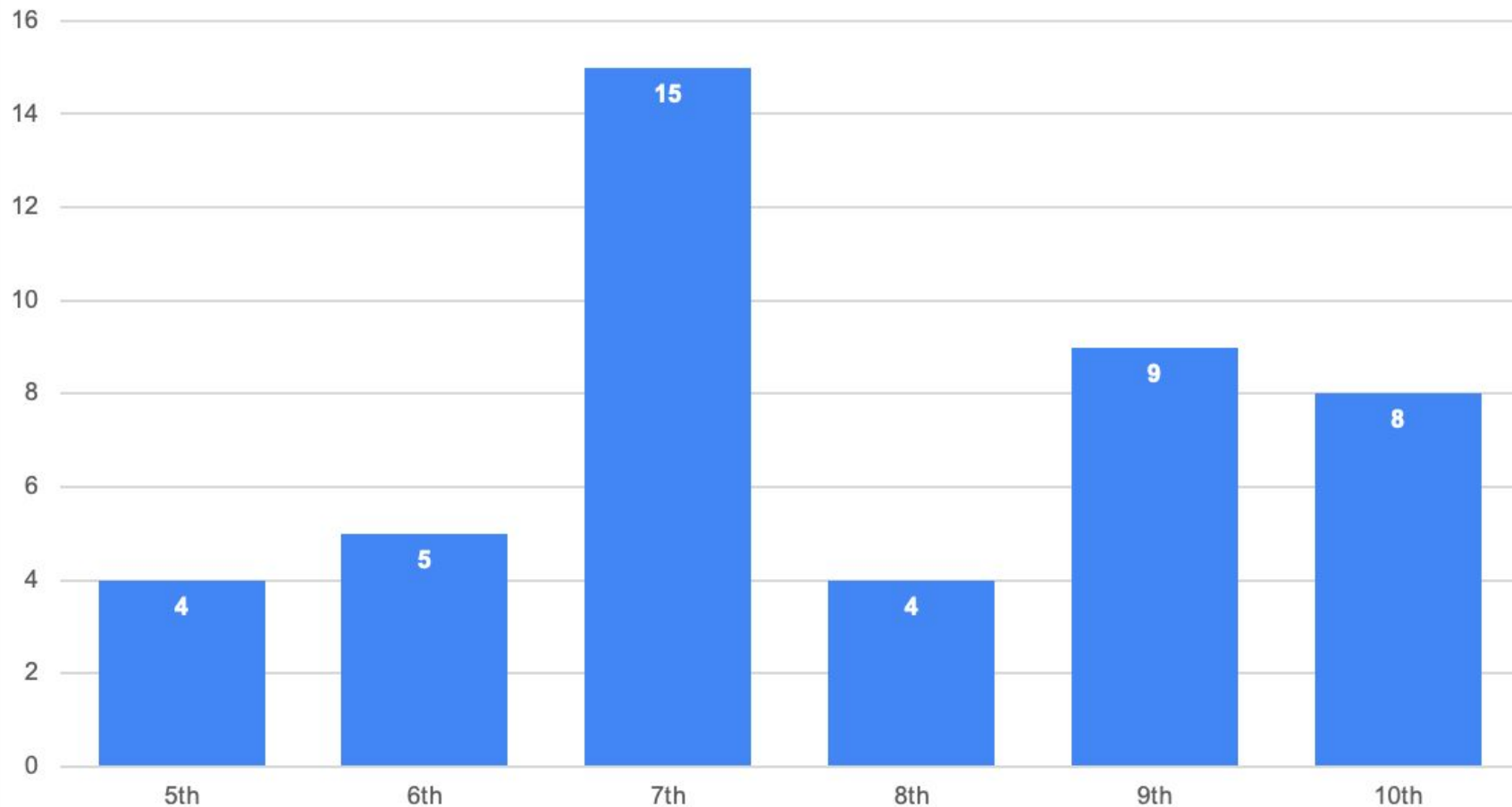
What will I do next?	When will I do it by (Date)?	How will I know its complete (Success Criteria)?	What help do I need from my team?
-	-Weekly through the end of Q2 (12/15) -draft by 10/27, final by 11/2	-Budget in line with projections (95%) -Spending decreased to thresholds (roughly 25% cut) -Martha approves application for 11/8 vote with board.	-Blocked time to review budget (MC/AJ support me) -Tight alignment on communication to MPCSC (Jack/MC/Me) are always on the same page before comms/meetings
What needs to develop to ensure I hit my results			
Developing my Knowledge set (what did I not know enough of?) -Come with learning Q's to weekly financial meeting to learn from Lindsay & Bennie -Read Charter Renewal document thoroughly	Developing my Skill Set (what did I not have enough skill for?) -N/A	Developing my Mind Set (What did I not have the right mind about?) -MPCSC is a partner & not a friend -Clarity is kind (budget decisions/Facilities decisions)	Developing my Action Set (What did I just not do?) -Get an Do Not Distrub sign for door -Let AJ be my voice more in Text/Email



2024 - 2025 RECRUITMENT # PTG



2023 - 2024 Kairos Persistence #s



Coversheet

Managing Director of Finance and HR Updates

Section:	II. Kairos Academies Leadership Team
Item:	C. Managing Director of Finance and HR Updates
Purpose:	FYI
Submitted by:	
Related Material:	MDFR CYCLE 4 Reflections.pdf



Finance and HR Cycle 4 Updates



Finance and HR Network Goals

GOAL	TARGET	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4
Financial Goals Meet	85%	60%	60%	60%	60%
New Employee Survey Satisfaction	90%	91.70%	85%	85%	85%
Teacher/employee retention	85%%	95.48%	88%	94%	97%
GPTW (Lunch and Learn)	85%	NA	71%	71%	61.8%
Performance Goals Submitted/2x2	90%	NA	88%	88%	93%
Hiring 24-25 (90%)	90%	NA	NA	NA	NA



Sr. Leader Cause Reflections

Quarterly Priorities On Track (At end of Cycle)	Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (At end of Cycle)	Driver Goals on Track (By end of Cycle)
<p>Currently 2/3 of my Cycle priorities are on track</p> <ul style="list-style-type: none"> Faststart Prep (On-Track) Start Budget Development (On-Track) Review update Financial Handbook (Off-Track) 	<p>Currently 3/3 of Cycle Priorities are on track</p> <ul style="list-style-type: none"> 1st Budget Meeting Complete (On-Track) GPTW (2nd Lunch and Learn) Faststart 1st Session Complete (On-Track) 	<p>Currently 2/3 of my Big Rocks are on Track</p> <ul style="list-style-type: none"> Executive Board Approve Second Revised Budget (On-Track). Staff Realignment (on-Track). 100% 2x2 Complete by Cycle the end of Cycle 4 (Off-Track) 	<ul style="list-style-type: none"> 95% on Track with budget (Off Track). 120 Days Cash on Hand (off-Track) Employee Retention (on-Track) 85% GPTW (Off-Track) 85% FHR KPI are met. (Off-Track)

What I will key causes have I identified to my results

Gaps in my Knowledge set (what did I not know enough of?)	Gaps in my Skill Set (what did I not have enough skill for?)	Gaps in my Mind Set (What did I not have the right mindset about?)	Gaps in my Action Set (What did I just not do?)
<ul style="list-style-type: none"> That effective coaching and mentoring is crucial in developing a great team. How to master various communication channels and Adapt my managing style to different situations. 	<ul style="list-style-type: none"> How to evolve from being a one person operation to becoming a mentor and coach. 	<ul style="list-style-type: none"> Delegate in order to get the right things done Communicating our team priorities and defining the goals 	<ul style="list-style-type: none"> I did not keep team focused and energized . I did not solicit regular feedback.

Sr. Leader Next Step Accountability

What will I do next?	When will I do it by (Date)?	How will I know its complete (Success Criteria)?	What help do I need from my team?
<ul style="list-style-type: none"> Weekly scheduled team training on HR and AP platforms. Review tesam KSA with the FHR team. I have name the gaps I see in my KSA and design a plan to close our team KSA gap. 	<ul style="list-style-type: none"> Weekly through the end of SY 23-24. During our Stepback tentatively schedule for 2/26 	<ul style="list-style-type: none"> Team members will understand what it takes to become proficient in their role. 	<ul style="list-style-type: none"> Be available with time, resources and advice.

What needs to develop to ensure I hit my results

Developing my Knowledge set (what did I not know enough of?)	Developing my Skill Set (what did I not have enough skill for?)	Developing my Mind Set (What did I not have the right mind about?)	Developing my Action Set (What did I just not do?)
<ul style="list-style-type: none"> Continue to work with Phillips Advisory to refine our Budget Forecasting model. The goal is to provide the CEO/ board with accurate financial data (cash on hand and spending projections.) So they can make informed financial decisions. 	<ul style="list-style-type: none"> Continue to work on delegating duties. Hold team accountable 	<ul style="list-style-type: none"> Understand that I don't have all the answers and asking for assistance on complex issues is crucial to having a successful team. 	<ul style="list-style-type: none"> Articulate our organization strategic goals - while detailing specific work and processes that is required if the FHR team is to reach them.

Coversheet

Chief Strategy Officer Updates

Section:	II. Kairos Academies Leadership Team
Item:	D. Chief Strategy Officer Updates
Purpose:	FYI
Submitted by:	
Related Material:	CSO Stepback Cycle 4 2324.pdf

Team Summary (Strategy)

Kairos Academies - Kairos Academies Mid-Year Board Retreat - Agenda - Saturday February 24, 2024 at 8:00 AM

	Goal	Q1	Q2	Q3	Q4	Final
1	Construction on Track for delivery before SY25-26		On Track	On Track		
2	Total of 8 signed MOUs with community partners		1/8	1/8		
3	8 positive news stories in local press (2 picked up by national outlets)		1/8	2/8		
4	85% Stakeholder Satisfaction (specific items for communications, events, etc.)		73%	HS 93% MS 72% All: 82.5%		
5	\$900K Fundraised		~\$360k	~\$400k		
6	100% of strategic plan initiatives completed		Project plans built by EOC	All project plans have operating mechanisms, project plans, and first meeting completed		

Cyclical Priorities



Jack Krewson

C3: Strategic Initiatives Management	Complete 5 days ago	C3	<div><div></div></div> 92%		High
C3: Bingham Acquisition	Off track 5 days ago	C3	<div><div></div></div> 56%		High
C3: Renewal Application Completed and Submitted	Complete Nov 30, 2023	C3	<div><div></div></div> 100%		High
C3: Grant Completion	On track 5 days ago	C3	<div><div></div></div> 73%		Medium
C3: Annual Coaching Docs	On hold Nov 30, 2023	C3	<div><div></div></div> 0%		Low
C3: Innovation Waivers	Complete 5 days ago	C3	<div><div></div></div> 60%		Low

Big Rocks Update

Big Rock	Success Metric	Expectations
Rebranding of Kairos	8 positive news stories	<ul style="list-style-type: none"> You need to lead the work on the re-imagining of our brand to move the needle on how we engage external and internal stakeholders. You will engage your team to support a multi-faceted approach to our brand redevelopment- Stuart needs to own a powerful storytelling with Darius engaging outside stakeholders to build our pipeline of supporters.
Development Playbook	100% of Development playbook complete by EOY.	<ul style="list-style-type: none"> You need to collaborate with Sam G. to create a development playbook that will drive our fundraising strategy over the next 3 years (aligned to our strategic plan).
Strategic Plan Implementation	100% of Strategic Plan Y1 Initiatives complete by EOY	<ul style="list-style-type: none"> You need to work with Simmons to ensure we get the right stakeholders involved with our Y1 plan implementation, and that we show clear accountability to the defined targets.

Coversheet

Chief of Staff Updates

Section:	II. Kairos Academies Leadership Team
Item:	E. Chief of Staff Updates
Purpose:	FYI
Submitted by:	
Related Material:	CoS - Cycle 4 Update.pptx (1).pdf

Kairos Academies - Kairos Academies Mid-Year Board Retreat - Agenda - Saturday February 24, 2024 at 8:00 AM								
Goal	Target	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7
Board Communication	90% Satisfaction on undated board survey	100% satisfaction reported EOY 23-24	100% satisfaction reported EOY 23-24	100% satisfaction reported EOY 23-24	100% satisfaction reported EOY 23-24			
Board Committee Goal Tracking	90% of board committee goals met	Not yet measured; see OCS for strategy	Board goals ongoing;	Goals are shared at each committee meeting	54% goals are in progress or complete			
GPTW	85% GPTW for Senior Team	Not yet measured; see OCS for strategy	87% GPTW average for Senior Team	87% GPTW average for Senior Team	87% GPTW average for Senior Team			
External Stakeholder Management	90% of timely submission (MCPSC)	84 % timely submission	75% timely submission	89% timely submission	93% timely submission			
External Stakeholder Management	90% Accurate APR (DESE) and AR (MCPSC) submission and reporting.	Not yet measured (DESE) 98% accurate submission (MCPSC)	DESE APR not yet measured (predicted 68-71%) 99% accurate submission (MCPSC)	DESE APR (ongoing) 55% inaccurate reporting 99% accurate MCPSC	DESE APR (ongoing) 57% inaccurate reporting 99% accurate MCPSC			
State Reporting	100% timely submission of Title 1 DESE compliance	First Deadline is in Cycle 2; see OCS for strategy	October Monitoring Submitted on time	December Monitoring due soon	December monitoring submitted late; February monitoring ongoing			
	90% of managers execute proficiency in	Not yet measured;	Revamped Tactical and Huddle	Observing 3 huddles in February and 2 Tacticals in				

Sr. Leader Cause Reflections

Quarterly Priorities On Track (At end of Cycle)	Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (At end of Cycle)	Driver Goals on Track (By end of Cycle)
<p>Currently 5/6 of my priorities are on track for the quarter.</p> <p>Continuous School Improvement Process (On Track) Charter Renewal (Complete) Tiered Monitoring (On Track) Board Satisfaction (On Track) Board Committee Goal Monitoring (On Track) School Operating Mechanisms Support (On Track)</p>	<p>Currently 5/5 of my priorities are on track.</p> <p>Tiered Monitoring Management (On Track) Charter Renewal (On Track) Board Support (On Track) Board Goal Tracking (On Track) School Operating Mechanism Support (On Track)</p>	<p>Currently 3/5 of my big rocks are on track.</p> <p>90% of Board Committees meet EOY Goals (Unknown) 90% Satisfaction on undated Board Survey (On Track) 85 % GPTW for Senior Team (On Track) 1 Lesson per Cycle (Off Track) 90% of managers executive proficiency in operating mechanisms by EOY (Off Track)</p>	<p>Currently 3/5 of my driver goals are on track.</p> <p>90% Satisfaction on EOY board survey (On Track) 90% of Board Committees meet EOY Goals (On Track) 90% Accurate APR (DESE) and AR (MCPSC) submission and reporting. (On Track) 85 % GPTW for Senior Team (On Track) 90% of managers executive proficiency in operating mechanisms by EOY (Off Track)</p>
What I will key causes have I identified to my results			
<p>Gaps in my Knowledge set (what did I not know enough of?)</p> <ul style="list-style-type: none"> New intentions for the operating mechanism reviews. 	<p>Gaps in my Skill Set (what did I not have enough skill for?)</p> <ul style="list-style-type: none"> I am unsure but I'm open to feedback 	<p>Gaps in my Mind Set (What did I not have the right mind about?)</p> <ul style="list-style-type: none"> N/A- I accept the ambiguity and flexibility of this role and it's demands 	<p>Gaps in my Action Set (What did I just not do?)</p> <ul style="list-style-type: none"> Re-calibrating my time to learn PS and more about reporting.

Sr. Leader Next Step Accountability

What will I do next?	When will I do it by (Date)?	How will I know its complete (Success Criteria)?	What help do I need from my team?
<ul style="list-style-type: none"> Reach out to Jeremy to set up a meeting/ attend his next check-in with Dr. K on progress to Feb submission 	<ul style="list-style-type: none"> February 8 	<ul style="list-style-type: none"> If I know the completion status/needs of the February submission 	N/A
<ul style="list-style-type: none"> Email the letter to DESE Supervisors outlining the request for a second review 	<ul style="list-style-type: none"> February 8, 2023 	<ul style="list-style-type: none"> If the email is sent 	I need Board Chair and CEO signatures
<ul style="list-style-type: none"> Spend time in February learning PowerSchool and state reporting practices Use FAST Start meetings to share important due dates for data 	<ul style="list-style-type: none"> Administration/learning days are present on the calendar 	<ul style="list-style-type: none"> I know the basics of Powerschool and understand the State reporting requirements 	Honoring the time on my calendar.
<ul style="list-style-type: none"> Confirm Operating mechanism observation times with Adarue 	<ul style="list-style-type: none"> Operating mechanism observation days are on the calendar by January 5, 2023 	<ul style="list-style-type: none"> I've observed 3 team Huddles and 3 team Tacticals. 	<ul style="list-style-type: none"> Joint collaboration with direct reports on the facilitation and fidelity of operating mechanisms

What needs to develop to ensure I hit my results

<p>Gaps in my Knowledge set (what did I not know enough of?)</p> <ul style="list-style-type: none"> Core data requirements 	<p>Gaps in my Skill Set (what did I not have enough skill for?)</p> <ul style="list-style-type: none"> Powerschool knowledge and implementation 	<p>Gaps in my Mind Set (What did I not have the right mind about?)</p> <ul style="list-style-type: none"> N/A 	<p>Gaps in my Action Set (What did I just not do?)</p> <ul style="list-style-type: none"> N/A
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Coversheet

24-25 Budget Overview- Board Priorities

Section:	III. Board Retreat Agenda
Item:	B. 24-25 Budget Overview- Board Priorities
Purpose:	Discuss
Submitted by:	
Related Material:	Kairos February Finance Update (2024) (1).pdf



Finance Update

Board Retreat

Agenda

1. Finance Lookback
2. FY25 Budget Development
 - a. Financial Targets
 - b. Lender Requirements
 - c. Process & Timeline
3. Next Steps

Attachments

- 1/31/2024 P&L
- 1/31/2024 Balance Sheet
- Monthly Budget & Cash Forecast

Finance Lookback

Missed enrollment & revenue forecasting

- The original FY24 budgeted revenues were based on a total enrollment of 640 and average daily attendance of 608
- In August and September, enrollment and attendance were varying greatly between 521 and 571, ultimately settling at 493 as of today
- Kairos had already intentionally staffed-up at the central office team, as well as was staffed to serve 608 students

FY25 adjustment

- Kairos will be budgeting to 85% of the total chartered enrollment of 780 students, or 663 students, and aligning initial instructional staffing to that 85% level
- Kairos will also initially assume 85% average daily attendance (ADA), in line with the last two years. Organizationally, the ADA goal is 90%+

Finance Lookback

Including capex in budget and forecasting year-end cash

- FY24's budget didn't full show ~\$215k of capex spending related to the CPH project and FF&E purchases
- Additionally, there wasn't a forward-looking cash flow to show over ~\$1M of facility-related spending impacting Kairos' cash flow this year (offset by \$900k of loans)

FY25 adjustment

- The draft and final FY25 budgets will be presented with all capex and “below the line” facility-related spending, with a 12-month forecast
- With the LFFF and LISC loans, Kairos now has covenants on Days Cash on Hand and Debt Service Coverage to monitor financial outcomes against (*covenants on Slide 7*)

Finance Lookback

SpED-related spending and understanding our SpED population

- Based on FY23 demographics, Kairos forecasted FY23's budget assuming ~12.5% of all students to have IEPs
- As of December 2023, Kairos actual SpED population was closer to 25% of all students
- While the state and federal SpED revenues increased slightly, it was more than offset by outsourced SPED services; furthermore, ESSER funds ran out, no longer providing a cushion

FY25 adjustment

- Kairos will budget assuming 20% of students have IEPs, which will result in intentionally conservative state revenue estimates
- Kairos is conducting intensive reviews of in-house and external SpED service providers based on the current number of students with IEPs

FY25 Budget Development

Charter School Financial Targets

Lenders and investors monitor a few key financial metrics as part of underwriting and assessing long-term financial sustainability:

- 12-15% target facility spend on rent or debt
- 60-70% target total personnel spend as a % of revenues
- 3-5% net income margin (after capex) for scaling schools to grow cash reserves
- 45+ days cash on hand minimum, with 75-120 days at scale
- 1.1-1.3x debt service coverage ratio to meet loan covenants
- 3% fund balance (DESE)
- Greater than 0.9 debt to asset ratio (MCPCS)

Kairos Lender Covenants

LFFF Lending Covenants

- Debt Service Coverage Ratio: 1.1x+
- Days Cash on Hand
 - September 30, 2024 15 days
 - December 31, 2024 20 days
 - March 31, 2025 25 days
 - June 30, 2025 30 days
 - December 31, 2025 45 days
- No additional project-related spending can take place without lender approval

Kairos Lender Reporting

LFFF Lending Reporting Requirements

Commencing March 5, 2024, Kairos will submit to LFFF:

1. Copies of bank account statements for the prior month
2. Actual student enrollment for the prior month
3. Actual number of new / total applications received as of the prior month

Additionally, Kairos must report on:

4. FY25 draft budget by May 31, 2024
5. Form 990s within 10 days of submission
6. Proof of payment on Real Estate taxes within 120 days of each fiscal year
7. Final board-approved FY25 budget by November 5, 2024 with monthly cash flow

Next Steps

- FY25 budget development key dates:
 - Draft budget to Finance Committee 04/15
 - Submit draft budget to LFFF & LISC 05/31
 - Receive final Board Approval on Budget 06/30
- After FY25 budget development, the Finance Team will focus on updating our 5-year forecast model to re-evaluate the timeline to move to the Bingham site.



Coversheet

Kairos Foundation and Fundraising

Section:	III. Board Retreat Agenda
Item:	C. Kairos Foundation and Fundraising
Purpose:	FYI
Submitted by:	
Related Material:	Board presentation Feb 2024_ GALA.pdf

June Gala Board Overview

February 2023 Board Retreat

Jack Krewson, CSO





Objectives

board members will...

1. Understand the **rationale** for having the Gala at this specific time
2. Learn the **basics** about the GALA
3. Understand **your role** in making the GALA a success
4. Give **Feedback** on logistics



Agenda

1. **Why: Rationale (1 min)**
2. **What: GALA vision and basics (5 min)**
3. **Your role (2 min)**
4. **Survey! (2 min)**

Why (1 min)

Why Gala; Why Now?

GALA has three objectives:

1. Raise general **operating revenue** from the event itself
2. Build Kairos' **brand** within STL donor-groups
3. Secure pathways to future donations by expanding Kairos network (all about transferring personal **relationships and connections** to Kairos)

Why Now (i.e. before end of June)

Kairos financial plan and building back **strong Cash position**

What: GALA basics and feedback

(4 min)

Vision

- Vision: **Pilot GALA**
 - Smaller than in future years
 - Test out our systems and learn for larger event
 - Build brand
 - Structure:
 - Overview by KG with data and accomplishments
 - Video (like recent KSDK) with students and faculty talking about what Kairos means to them
 - Short speech by student and (maybe) faculty member from the video who comes on to talk about what their support means on a personal level and in their life story

Now vs. later

- Do not need to decide Everything now, just need to get the basics down to advertise the event:
 - Date and Time
 - Location
 - Theme/What we're raising money for
 - Table package
- Goal timeline
 - By March 1: **save-the date emails** go out with table package
 - By March 15: **save-the-date mailers** hit inboxes with table package
 - By April 1: **formal RSVP invite** with location with table package
- Board Committee and GALA team will figure out rest of logistics from there
 - I.e. Table Package:

Date/Location

- Option to provide feedback in the survey following
- Date
 - Looking at thursdays and saturdays from late May to Mid January
 - Goal is to **avoid May graduations and June summer vacations**
- Location
 - Smaller location; still attractive and easy to get to
 - RUNG for women: great local community org in our neighborhood (harder for county residents to get to)
 - Other similar spaces up to 100 people
 - Share your ideas on the form!

Theme

Theme has two parts:

1. What we're raising money for
 - a. This should be compelling to donors and meaningful to our community
 - b. Options:
 - i. High school project
 1. Equity contribution on construction loan: **raising \$400k gets us 28M**
 2. Seed fund for the **gym expansion**
2. Marketing theme tied to object for money
 - a. "Building Communities" (focused on impact of schools on neighborhoods)
 - b. "Building the future" (focused on impact of high quality building on future focused learning model)
 - c. "Kraken Pride" (focused on impact of athletic facilities for our high school students)

Your role (2 min)

Section 3 Content Slide Title

- Each board member to fill a table
 - Package details to be decided on—see survey
 - Goal is to cover the cost of the GALA on tables alone (paid prior to the evening), then have additional fundraising avenues during
- Invite your friends and promote on socials, by forwarding emails with a personal note, etc.

Feedback

Scan->



