



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

TLS March 26, 2024 Board Meeting

Published on March 15, 2024 at 1:53 PM CDT

Amended on March 26, 2024 at 2:12 PM CDT

Date and Time

Tuesday March 26, 2024 at 6:00 PM CDT

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale, MO 63133

All board meetings will be fully in-person.

<https://zoom.us/j/93648300851?pwd=RnJOYIFzYy9qeE9vQ3MvR1RvR2JQUT09>

Attendees can still join via Zoom using the link below.

Or the following:

- Meeting ID: 936 4830 0851
- Passcode: TLS2021

Per Missouri Revised State Statute Section 610.021, the Board of Directors may close this meeting for an Executive Session to discuss permissible subjects.

This notice is published at our school site (1785 Pennsylvania Ave Pagedale, MO 63133) and on our website (<https://theleadershipschoolstl.org>).

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Call the Meeting to Order		Lennel Hunter	1 m
Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.			
B. Record Attendance		Kimberly Townsend	2 m
C. Public Comment Section		Lennel Hunter	12 m
II. Sponsor Presentation			6:15 PM
A. MCPSC Review of the 2022-23 Annual Report	Discuss	Lennel Hunter	15 m
Presentation and discussion from Missouri Charter Public School Commission			
III. Action Items			6:30 PM
A. Approve Board Meeting Minutes from February 23, 2024	Approve Minutes	Lennel Hunter	5 m
B. Approve Board Meeting Minutes from February 27, 2024	Approve Minutes	Lennel Hunter	5 m
C. Approve Board Meeting Minutes from March 6, 2024	Approve Minutes	Lennel Hunter	5 m
D. Approve February 2024 Monthly Financials	Vote	Deanne Henderson	15 m
IV. Board Business			7:00 PM
A. Approve 2024-25 School Year Calendar	Vote		10 m
B. Organization Annual Registration	FYI	Kimberly Townsend	5 m

	Purpose	Presenter	Time
V. Board Committee Reports			7:15 PM
A. Governance Committee			5 m
B. Finance & Facilities Committee			5 m
C. Development Committee			5 m
D. School Performance Committee			5 m
VI. Executive Director Reports			7:35 PM
A. Dr. Townsend - Progress towards 2023-24 Goals	Discuss	Kimberly Townsend	10 m
B. Ms. Moulder - 2024-25 Hiring Process & Updates	Discuss		10 m
C. Mrs. Seymour - 2024-25 Student Recruitment & Enrollment	Discuss		10 m
VII. Closed Session			8:05 PM
A. Closed Session			30 m
			<ul style="list-style-type: none"> • To discuss facilities pursuant to RSMo. 610.021.2, which states: Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor. • and personnel pursuant to RSMo. 610.021.3, which states: Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.
VIII. Closing Items			8:35 PM
A. Next Steps			3 m
B. Adjourn Meeting	Vote		

Coversheet

MCPSC Review of the 2022-23 Annual Report

Section: II. Sponsor Presentation
Item: A. MCPSC Review of the 2022-23 Annual Report
Purpose: Discuss
Submitted by:
Related Material: FY23_TLS_Annual_Report_Final.pdf



March 12, 2024

Lennel Hunter, Chair Board of Directors
The Leadership School
1785 Pennsylvania Ave
Pagedale, MO 63133

RE: Transmittal of MCPSC's 2022-2023 Annual Report

Dear Mr. Hunter,

This letter transmits the Missouri Charter Public School Commission's 2022-2023 Annual Report of The Leadership School (TLS).

This report reflects the second year of the LEA's five-year contract. TLS's overall rating for FY23 is ***Falls Far Below***. TLS is **at risk for non-renewal**.

Charter schools sponsored by the Commission are reviewed annually as to their progress in meeting the Commission's performance framework standards, provisions of their performance contracts and Commission policies. Commission staff review required submissions provided by the school for accuracy, timeliness, and compliance. This report is one item in the *comprehensive body of evidence* used in evaluating schools sponsored by the Commission.

Our review determined TLS is ***Falls Far Below*** based on:

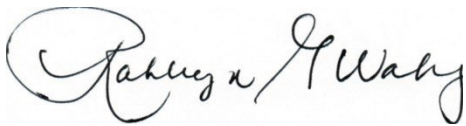
- The financial performance is designated ***Falls Far Below***. TLS ended the year with a fund balance below the statutory required 3%. Two other near-term measures were falls far below, unrestricted days cash on hand and enrollment variance. Additionally, total margin and cash flow, both indicators of the organizations long term financial sustainability, were rated does not meet. The Commission recognizes that the board has taken steps to safeguard the viability of the organization and the board should continue to monitor the monthly financials closely to ensure resources are available to support student achievement.
- The learning environment and governance were designated ***Meets***.
- Operational Compliance is designated ***Partially Meets***. This is due to the timeliness of compliance submission submitted to both DESE and the Commission. The Commission worked closely with staff throughout the year and timeliness did improve over time. The board should monitor this on a regular basis to ensure benchmarks are met in the future.
- The academic performance of the school is designated NA. TLS does not yet have students in the grades tested on the MO MAP and therefore this report does not include a rating for academics.

MCPSC MO Charter Public School Commission

The Commission strongly encourages your board to review the information in this report thoroughly and use this information as you plan for the 2024-2025 school year. A member of our team will be presenting the report at the March 26 board meeting and will be able to answer any questions from you or your board at that time.

We have attached some questions you and your board may find helpful as you review the annual report. MCPSC recognizes that the board has already taken action, including hiring new leadership for FY25. The board should continue to analyze the identified areas of improvement in this report. These are leading indicators of distress that if not addressed could lead to more significant concerns.

Sincerely,



Robbyn G. Wahby
Executive Director

CC: Kimberly Townsend, Executive Director
Members, The Leadership School Board of Directors
Members, Missouri Charter Public School Commission

Attachments

- Examining your Annual Report Questions
- 2022-2023 Annual Report
- FY23 DESE Assurance Checklist
- FY23 Site Visit Report
- August 17, 2023 Letter of Concern and School Response

Charter Boards: Examining Your Annual Report from the Commission

The Missouri Charter Public School Commission has a contract with the Board of each of our sponsored charter public schools. The Annual Report is one of the Commission’s tools to promote a positive and forward-looking relationship with the Charter School Board relative to their accountability for the performance of the school and to the conditions of the contract.

Student, school, and education system data is reasonably complex. The Annual Report, by itself, may not tell a complete story about the progress and circumstances of the school enterprise. Here are some questions that members of Boards may find useful in working with, and supporting, their School Leader in using the Annual Report data to focus the efforts of the Board.

	Considerations When You Look at the Annual Report
For Board Chairs	<ul style="list-style-type: none"> • Does our Board’s Annual Calendar force us to routinely examine the key elements of the Annual Report? • Does our Board, collectively, have a clear understanding of both where we are and where we expect to be? • Does our Board, collectively, understand what it will take in resources and support to accelerate achievement gains? • Has our Board taken the necessary Policy, Program, and Partnership actions to support the School Leader and team?
For Board Members Chairing or Serving on a Student Performance Committee	<ul style="list-style-type: none"> • How do our current and future approaches to Curriculum Alignment and Quality Instruction assure accelerating gains in student performance? • What are the specific Policies, Programs, or Partnership options that are most likely to improve student learning? What is required for local implementation/adaptation as well as fidelity to best practice? • What unique assets and impediments to improvements exist in our school, student population, and community?
For All Members of the Board	<ul style="list-style-type: none"> • What is our expected rate of improvement for the MAP Performance Index, Student Growth, and Annual Performance Review Points? • How do our most recent results compare to our Performance Contact expectations? • What are the Board and school’s most important levers for accelerating student performance in the next 18 to 36 months?

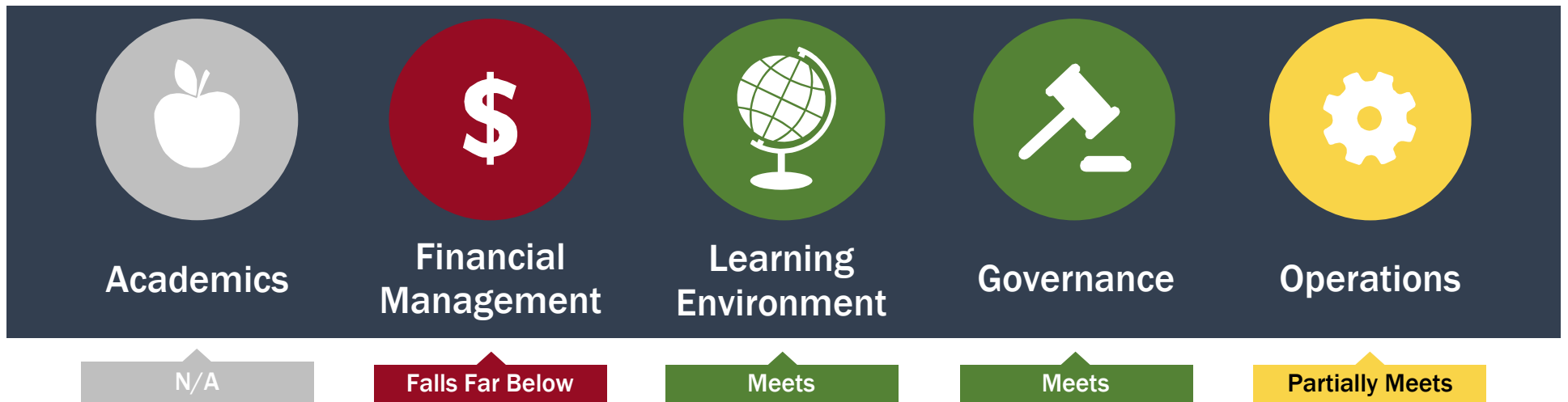


The Leadership School

2022-2023 Annual Report

Annual Performance: **Falls Far Below**

Year Opened: 2022-2023
Next Renewal: 2026-2027
Location: Normandy
Enrollment: 85
Grades Served: K-2
Contract Year: 1/5








Performance Summary

STANDARDS AND INDICATORS	SECTION STANDARD RATING
I. ACADEMICS	
Federal & State Accountability	Meets
Student Academic Proficiency	N/A
Student Academic Growth	N/A
Postsecondary Readiness	N/A
School-Specific Academic Measure(s)	N/A
II. FINANCE	
Near-Term Financial Health	Falls Far Below
Financial Sustainability	Partially Meets
III. LEARNING ENVIRONMENT	
School Environment	Meets
Education Program Compliance	Meets
Student Rights and Requirements	Meets
School Specific Measures	Partially Meets
IV. GOVERNANCE	
Board Operations	Meets
Holding Management Accountable	Meets
Compliance and Reporting	Meets
School Specific Goal	Partially Meets
V. OPERATIONS	
Financial Management	Partially Meets
Compliance and Reporting	Partially Meets
Employee Rights and Requirements	Meets





Understanding this Report

Dear Reader,



This report is distributed annually for each school sponsored by the Commission so parents/care givers, community members, elected officials and other stakeholders are informed about the performance of the schools we sponsor. The Commission monitors five key performance areas:

- I.  **Academics** – *How well are the students performing on national, state and interim assessment? Is the school meeting their performance contract goals? Is the school meeting its mission?*
- II.  **Finance** – *Has the school appropriately managed tax payer and philanthropic dollars to ensure the school is sustainable?*
- III.  **Learning Environment** – *Has the school met federal and state requirements so students are safe and have all the rights afforded to them?*
- IV.  **Governance** – *Has the board of directors provided the stewardship, oversight and accountability required of a public school board and a Missouri non-profit?*
- V.  **Operations** – *Has the school operated effectively, safely and in compliance with policies, regulations and statutes?*

The first two pages of this report provide readers with a quick summary of the schools performance. The Annual Performance of the school is rated **Meets, Partially Meets/Does Not Meet** or **Falls Far Below** based on results in each of the performance areas. Academics can also be rated **Exceeds** if it is higher than the state average. Targets for each indicator can be found in the [performance framework](#). Ratings are color coded throughout the report, as outlined in this chart.

PERFORMANCE RATINGS DEFINED	
 Exceeds	Exceeding expectations and showing exemplary performance. Academic Performance is the only standard eligible for Exceeds.
 Meets	Generally meets the criterion, is performing well, is meeting expectations for performance, and/or minor concern(s) are noted.
 Partially Meets or Does Not Meet	Meets some aspects of the criterion, but not others and/or moderate concern(s) are noted.
 Falls Far Below	Falls far below the stated expectations and/or significant concern(s) are noted. The failures are material and significant to the viability to the school.

Each key performance area contains a specific indicators and measures. Indicators gage these essential compliance and performance areas. The direction of the arrow will tell you if the school’s performance for each specific area is improving or declining since last year’s report.

PERFORMANCE OVER TIME	
	Increasing, moving in the right direction over time
No Arrow	Neither increasing or decreasing
	Decreasing, moving in the wrong direction over time

Each indicator is made up of measures, based on observations and data collected by the Commission. The following pages detail the results of these measures for the current year. When possible, prior year performance and a three year average are noted. Explanations of the various measures, computations (where appropriate), and the source of the data can be found <https://mcpssc.mo.gov/media/pdf/annual-report-terms-calculations-and-sources>.

The Commission wishes to express its gratitude to the National Association of Charter School Authorizers for use of its research and publications, especially Core Performance Framework and Guidance. The Commission has adopted NACSA’s Principles and Standards for authorizing. We have built our performance framework and annual report on NACSA’s research and continue to strengthen our work based on national best practices in charter school accountability.

Sincerely,

Missouri Charter Public School Commission

The Leadership School Overview

GRADES SERVED	K-2
SCHOOL ADDRESS	1785 Pennsylvania Ave. St. Louis, MO 63133
SCHOOL WEBSITE	www.theleadershipschoolstl.org
AREAS SERVED	Normandy
LEADERSHIP	Lennel Hunter, Board Chair Dr. Kimberly Townsend, Executive Director
SCHOOL MISSION	The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

Student Demographics

TOTAL ENROLLMENT	85
ATTENDANCE	57.1%/90%
RACE/ETHNICITY	% OF TOTAL
Asian/Pacific Islander	*
Black	92.9%
Hispanic/Latino	1.1%
Multiracial & Other	3.5%
Native American	*
White/Caucasian	2.4%

HISTORICALLY UNDERSERVED POPULATIONS % OF TOTAL	% OF TOTAL
Free or Reduced-Price Lunch	100%
Students with Disabilities	14.1%
English Language Learners	*
Homeless/Migrant Students	*

DISCIPLINE INCIDENTS - TOTAL	0
RACE/ETHNICITY	% OF TOTAL
Asian/Pacific Islander	0%
Black	0%
Hispanic/Latino	0%
Multiracial & Other	0%
Native American	0%
White/Caucasian	0%

STUDENT ENROLLMENT BY GRADE	
K	22
1	30
2	33

STAFF AND BOARD DEMOGRAPHICS			
	BOARD	ALL EMPLOYEES	TEACHERS
TOTAL NUMBER	5	16	4
RACE/ETHNICITY % OF TOTAL			
Asian/Pacific Islander	0%	0%	0%
Black	80%	75%	75%
Hispanic/Latino	0%	6%	0%
Multiracial & Other	0%	6%	25%
Native American	0%	0%	0%
White/Caucasian	20%	13%	0%

I. Academic Performance

N/A

This section provides an overview of the school’s performance in the year reviewed on a variety of academic measures, and a view of recent historical trends the school is accountable for achieving, as established by applicable federal and state law and the charter contract. The measures provide information about student growth and outcomes.

INDICATORS AND MEASURES	STANDARD	SCHOOL PERFORMANCE				RATING		NOTES
		3YR AVG	FY21	FY22	FY23	Rating	Direction	
FEDERAL & STATE ACCOUNTABILITY								
ESEA Designation	In Compliance (IC)		N/A	N/A	IC	Meets		
State Rating	≥70%		N/A	N/A	91.6%	Meets		This is a combination of performance and continuous improvement points established by DESE for districts in MSIP 6.
State Rating Academic Achievement	≥70%			N/A	N/A			This number only includes academic achievement points generated using MSIP 6 calculation for the APR.
STUDENT ACADEMIC ACHIEVEMENT								
Proficiency – English(All)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	The school’s first year was 2022/23 and did not have any tested grade levels.
Proficiency – English (student group)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency Comparison – English	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency – Math (All)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency – Math (student group)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency Comparison – Math	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency – Science (All)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency – Science (student group)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proficiency Comparison – Science	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

INDICATORS AND MEASURES	STANDARD	SCHOOL PERFORMANCE				RATING		NOTES
		3YR AVG	FY21	FY22	FY23	Rating	Direction	
SCHOOL SPECIFIC ACADEMIC MEASURES - ACHIEVEMENT								
Proficiency - English	N/A	N/A	N/A	N/A	N/A	N/A	N/A	By year five, at least 70% of students enrolled at The Leadership School for three consecutive years will score proficient or advanced on the state assessment in English Language Arts.
Proficiency - Math	N/A	N/A	N/A	N/A	N/A	N/A	N/A	By year five, at least 60% of students enrolled at The Leadership School for three consecutive years will score proficient or advanced on the state assessment in Mathematics.
Proficiency - Science	N/A	N/A	N/A	N/A	N/A	N/A	N/A	By year five, at least 60% of students enrolled at The Leadership School for three consecutive years will score proficient or advanced on the state assessment in Science.
Achievement Improvement - Reading	50%	N/A	N/A	N/A	62%	Meets	N/A	Annually, decrease the number of students that are 2 grade levels and below by half (50%) as measured by the iReady reading diagnostic test
Achievement Improvement - Math	50%	N/A	N/A	N/A	65%	Meets	N/A	Annually, decrease the number of students that are 2 grade levels and below by half (50%) as measured by the iReady math diagnostic test
Achievement - Reading	50th	N/A	N/A	N/A	18 th	Falls Far Below	N/A	By year five, our students will score in the 75th percentile of test-takers in reading on NWEA, a nationally norm-referenced growth measured assessment.
Achievement - Math	50th	N/A	N/A	N/A	18 th	Falls Far Below	N/A	By year five, our students will score in the 75th percentile of test-takers in math on NWEA, a nationally norm-referenced growth measured assessment.
STUDENT ACADEMIC GROWTH								
Growth – English (All)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	The school’s first year was 2022/23 and did not have any tested grade levels.
Growth – English (Student Group)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Growth – Math (All)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Growth – Math (Student Group)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

II. Financial Performance

Falls Far Below

This section provides an overview of the school’s performance in the year reviewed and a view of recent historical trends on financial measures the school is accountable for achieving. They provide information about the school’s financial health and sustainability.

INDICATORS AND MEASURES	STANDARD	3-YR AVG.	FY21 VALUE	FY22 VALUE	FY23 VALUE	RATING	NOTES
NEAR-TERM MEASURES							
Current Ratio	>1.0	N/A	N/A	N/A	No liabilities	Meets	
Unrestricted Days Cash on Hand	30/60/90	N/A	N/A	N/A	8	Falls Far Below	School-specific goal to maintain 30 days at all times by year three.
Enrollment Variance	=>95%	N/A	N/A	N/A	65%	Falls Far Below	
Debt Default	Making payments; comply with covenants	N/A	N/A	N/A	Meets	Meets	
Fund Balance	3% or greater	N/A	N/A	N/A	2.39%	Falls Far Below	
INDICATORS AND MEASURES	STANDARD	3-YR AVG.	FY21 VALUE	FY22 VALUE	FY23 VALUE	RATING	NOTES
SUSTAINABILITY MEASURES							
Total Margin	Positive	N/A	N/A	N/A	-0.1%	Does Not Meet	
Debt to Asset Ratio	<.09	N/A	N/A	N/A	0.0	Meets	
Cash Flow	Multiple years positive	N/A	N/A	N/A	Negative \$1,652	Does Not Meet	
Debt Service Coverage Ratio	=>1.1	N/A	N/A	N/A	No Debt	Meets	

III. Learning Environment Compliance

Meets

This section reports the school's overall performance in fulfilling its obligation to provide a safe, healthy and equitable place for children to learn and grow. These measures are established in mostly in federal and state statutes, as well as those items required in the school's charter and contract.

INDICATORS AND MEASURES	STANDARD	RATING	NOTES
SCHOOL ENVIRONMENT			
Complying with facilities and transportation requirements	Material Compliant	Meets	
Complying with health and safety requirements	Material Compliant	Meets	
Handling student information and data appropriately	Material Compliant	Meets	
EDUCATION PROGRAM COMPLIANCE			
Implementing the material terms of the education program as defined in the current charter contract	Material Compliant	Meets	
Complying with applicable education requirements	Material Compliant	Meets	
Protecting the rights of students with disabilities	Material Compliant	Meets	
Protecting the rights of English Language Learner (ELL) students	Material Compliant	Meets	
STUDENT RIGHTS AND REQUIREMENTS			
Protecting the rights of all students	Material Compliant	Meets	
Open, free access to apply and enroll	Material Compliant	Meets	

INDICATORS AND MEASURES	STANDARD	RATING	NOTES
SCHOOL SPECIFIC GOALS			
Attendance	90%	Meets	Annually, for the first three years, we will have at least a 90% average daily attendance rate. By year five, we will increase to 93% average daily attendance rate. Year 1 ADA = 92%
Student Leadership	Certified	Meets	Before renewal, The Leadership School will achieve Leader in Me Lighthouse School Certification.
Positive School Culture – Student Satisfaction	85%	Meets	Annually, at least 85% of students will respond positively to a formal survey that their voice matters beginning with 3 rd grade and up with the first report beginning in the 2023-2024 school year. By year five, student voice will increase to 95% of students.
Positive School Culture – Family Satisfaction	85%	Does Not Meet	Annually, for the first three years, 85% of parents/family members will respond positively on a formal survey that they are satisfied with the school. By year five, satisfaction will increase to 95% of parents/family members. MRA Score = 80%
Student Retention	85%	Meets	Annually, at least 85% of students enrolled on October 1 will be re-enrolled the following year, as measured by the percent of students who leave the school for reasons other than moving out of the enrollment zone. 75/86 = 86% re-enrolled for Year 2
Staff Satisfaction	90%	Meets	Annually, 90% of staff members will respond positively on a formal survey that their voice matters in the school and that they are satisfied with our culture.
Staff Retention	90%	Does Not Meet	Annually, 90% of staff members will respond positively on the TNTP Instructional Insight survey.

IV. Governance

Meets

This section reports the board of directors overall performance in the year in fulfilling legal requirements and fiduciary/public stewardship responsibilities. Compliance with state statutes and Commission policies relevant to governing a public school and Missouri non-profit are also rated in this section.

INDICATORS AND MEASURES	STANDARD	RATING	NOTES
BOARD OPERATIONS			
Board Training	100% of board members have participated in training	Meets	
Committee Structure	Structure is in place and committees are meeting	Meets	
Review and Updates Board Policies Annually	Material Compliant	Meets	
Strategic Plans, Board Goals	Annual goals and plans adopted by Board	Meets	
Strategic Planning	The Board of Directors will lead the efforts to update AFIA's strategic plan by Spring 2020.	Meets	
Board Attendance	Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.	Meets	
HOLDING MANAGEMENT ACCOUNTABLE			
CEO Evaluation	Completed	Meets	
Monitor Performance, School and Board Goals	Demonstrated Consistent Monitoring	Meets	
COMPLIANCE AND REPORTING			
Missouri Ethic Commission Filings	Material Compliant	Meets	
ASBR	Material Compliant	Meets	
Missouri Sunshine Law Compliance	Material Compliant	Meets	
Registered with the Secretary of State	Material Compliant	Meets	
SCHOOL SPECIFIC GOAL			
Board Engagement	For each fiscal year, 100% of board members will contribute financially to fundraising goals.	Does Not Meet	

V. Operational Compliance

Partially Meets

This section reports the school’s overall performance in the year reviewed in fulfilling legal and contractual requirements and responsibilities relevant to organizational reporting and monitoring requirements.

INDICATORS AND MEASURES	STANDARD	RATING	NOTES
FINANCIAL MANAGEMENT AND OVERSIGHT			
Meeting financial reporting and compliance requirements: School Specific Goal – For each fiscal year, the annual audit will have no material findings and unqualified opinion.	Material Compliant	Does Not Meet	During the SY23 audit, it was noted that TLS had not posted, at least quarterly, a searchable expenditure and revenue document or database detailing actual income, expenditures, and disbursement for the current calendar or fiscal year on the school website as required by Section 160.066, RSMo.
Following Generally Accepted Accounting Principles (GAAP)	Material Compliant	Meets	
EMPLOYEE RIGHTS AND REQUIREMENTS			
Respecting employee rights	Material Compliant	Meets	
Completing required background checks	Material Compliant	Meets	
Meeting teacher and other staff credentialing requirements	Material Compliant	Meets	
COMPLIANCE AND REPORTING			
Federal and State reporting requirements: School Specific Goal of State Data to be accurate and on time	Material Compliant	Does Not Meet	DESE Compliance: On time: 67%; Accurate: 100%
Local Reporting requirements	Material Compliant	Meets	
Commission reporting requirements: Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.	Material Compliant and 90% on time 90% accurate	Falls Far Below	MCPSC Compliance: On time: 70%; Accurate: 97%
Document Retention requirements	Material Compliant	Meets	



MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
OFFICE OF QUALITY SCHOOLS – MISSOURI SCHOOL IMPROVEMENT PROGRAM

2022-23 MISSOURI CHARTER SCHOOL ASSURANCE CHECKLIST

CHARTER SCHOOL NAME The Leadership School	COUNTY-DISTRICT CODE 096-901
CHARTER SCHOOL CONTACT NAME Kimberly Townsend	CHARTER SCHOOL CONTACT PHONE NUMBER 314-227-1777
CHARTER SCHOOL CONTACT EMAIL ktownsend@tlsstl.org	FORM DUE DATE June 30, 2023

INSTRUCTIONS

Charter schools are required to be compliant with state and federal laws and State Board of Education regulations. The Missouri Department of Elementary and Secondary Education (DESE) has created this assurance checklist to assist charter schools with this compliance as well as to assist charter sponsors in the review of charters. Administrative Rules are located on the Missouri Secretary of State’s website at: www.sos.mo.gov/adrules. All charters shall send responses to their sponsor by the date specified by the sponsor. Sponsors must submit the completed forms by June 30, 2023 to charters@dese.mo.gov or mail to:

Department of Elementary and Secondary Education
Office of Quality Schools
Attn: Charter Schools
P.O. Box 480
Jefferson City, MO 65102-0480

Mark each item in the left column as Yes, No, K-8 or N/A (not applicable). If answering “No” or “N/A,” you must provide an explanation and plan for resolution of the deficiency in the comment box below.

QUESTIONS: Contact your Area Supervisor or the Charter School Section at 573-751-8247 or charters@dese.mo.gov.

CERTIFICATION

	1. At least 80 percent of teachers are appropriately licensed or certificated to teach in Missouri public schools (Section 160.420, RSMo).
YES (1)	a. Teachers
YES (1)	b. Other certificated staff
YES (1)	2. Districts and charter schools shall annually provide information to DESE regarding: use of third party employment agencies for substitute teachers, daily rate of substitute pay, employment of full-time and part-time substitute teachers, substitute teacher recruitment efforts, the substitute teacher interview process, and use of current school staff as substitute teachers during other assigned time, in accordance with Section 168.037, RSMo .
YES (1)	3. The charter school provides all substitute teachers with a link to a web-based survey each day as required by Section 168.037, RSMo .

FINANCE

	1. The charter is organizationally and fiscally viable as defined in (Section 160.405, RSMo), not having:
YES (1)	a. a negative balance in its operating funds;
YES (1)	b. a combined balance of less than three percent of the amount expended for such funds during the previous fiscal year; or
YES (1)	c. expenditures that exceed receipts for the most recently completed fiscal year.
YES (1)	2. The charter school implements effective and efficient fiscal management systems that ensure accountability of charter school funds and provides charter financial and budgetary information to the public (Sections 160.066, RSMo and 5 CSR 30-4.030).
NA (9)	3. If the charter contracts for pre-kindergarten services and claims attendance for state purposes, the pre-kindergarten provider meets the state pre-kindergarten program standards (Sections 163.018, 163.161, RSMo and 5 CSR 25-100.320).

GOVERNANCE

	1. The charter school employs appropriate procedures to assure the accurate and timely reporting of data to state and federal agencies.
YES (1)	a. In accordance with the annual data acquisition calendar (160.405.4(2), RSMo)
YES (1,4)	b. Self-Monitoring Documents
YES	c. Child Abuse and Neglect Hotline (Section 210.115, RSMo)
YES (1,3,5)	d. School Safety Provisions (Sections 160.522, 162.680.2, 167.023, 167.117, 167.627, 302.272, 569.155, 571.030, 574.115, 575.090, and 579.030.1(1), RSMo)

The Department of Elementary and Secondary Education does not discriminate on the basis of race, color, religion, gender, gender identity, sexual orientation, national origin, age, veteran status, mental or physical disability, or any other basis prohibited by statute in its programs and activities. Inquiries related to department programs and to the location of services, activities, and facilities that are accessible by persons with disabilities may be directed to the Jefferson State Office Building, Director of Civil Rights Compliance and MOA Coordinator (Title VI/Title VII/Title IX/504/ADA/ADAAA/Age Act/GINA/USDA Title VI), 5th Floor, 205 Jefferson Street, P.O. Box 480, Jefferson City, MO 65102-0480; telephone number 573-526-4757 or TTY 800-735-2966; email civilrights@dese.mo.gov.

YES (1)	2. The charter school complies with federal laws relating to the protection of pupil rights, 20 U.S.C 1232h(b).
NA (9)	3. The charter school reports school dropouts to the Missouri Literacy Hotline (Section 167.275, RSMo) .
YES (1)	4. The charter school waives proof of residency requirements for a child whose parent or guardian is serving on specified active duty military orders (Section 160.2000, RSMo).
YES (1)	5. The charter provides for student religious liberties in a manner consistent with Section 160.405.4(1) .
YES (1)	6. The charter school ensures that an American Flag is displayed in front of each school building and the Pledge of Allegiance is recited in at least one scheduled class of every pupil enrolled in the school, no less often than once per school day (Section 171.021, RSMo).
YES (1)	7. The charter school ensures that, if requested by any recognized organization, it allows at least 30 minutes to provide unbiased information on organ, eye and tissue donation to the governing body of a charter (Section 170.311, RSMo).
INSTRUCTION/CURRICULUM/ASSESSMENT	
NA (6)	1. The charter school has developed standards for teaching (Section 160.045, RSMo).
NA (9)	2. The charter school complies with state high school graduation requirements (Section 170.345, RSMo and 5 CSR 20-100.190).
NA (9)	3. The charter school provides one-half unit of high school health and personal finance credit for graduates (5 CSR 20-100.190).
NA (9)	4. The charter school provides regular instruction in the United States and Missouri Constitutions , as well as American history, American institutions and American civics. Unless an exception applies, students are required to successfully complete a course of such instruction that is at least one semester in length, as required by (Section 170.011, RSMo).
NA (9)	5. The charter school ensures that all students entering ninth grade after July 1, 2017, pass an examination on the provisions and principles of American Civics as required by (Section 170.345, RSMo).
NA (8, 9)	6. The charter school ensures that each high school distributes to its students the information on critical need occupations as provided by the DESE each year before November 1 st (Section 167.902, RSMo).
	7. The charter school ensures that it has policies and procedures in place allowing students to participate in the Missouri Course Access and Virtual School Program (MOCAP) (Section 161.670, RSMo).
YES (1)	a. The charter school has adopted an enrollment policy that requires enrollment requests for MOCAP to be treated similarly to those for traditional courses.
YES (1)	b. The charter school provides for an appeal process upon denial of enrollment in MOCAP courses.
YES (1)	c. The charter school informs parents of their child’s right to participate in the program by making program availability clear in the parent handbook, registration documents and by featuring it on the home page of the charter school’s website.
YES (1)	8. The charter school shall determine a child is gifted only if the child meets the definition of “gifted children” as provided in (Section 162.675, RSMo).
YES (1)	9. The charter school’s course materials relating to sexual education instruction shall comply with statute (Section 170.015, RSMo).
YES (1)	10. The charter school ensures that it conducts dyslexia screenings for students and provides reasonable classroom support consistent with the guidelines developed by DESE (Section 167.950, RSMo).
NA (9)	11. The charter school ensures that all pupils (during the pupil’s four years of high school) receive 30 minutes of cardiopulmonary resuscitation instruction and training in the proper performance of the Heimlich maneuver or other first aid for choking. Instruction is to be included in the charter school’s existing health or physical education curriculum and must meet the requirements of (Section 170.310, RSMo).
	12. The charter school will: (Section 167.268, RSMo .)
YES (2)	a. Implement a reading success plan policy (Section 167.268, RSMo);
YES (2)	b. Assess all students enrolled in kindergarten through grade three at the beginning and the end of each school year for their level of reading or reading readiness on state-approved reading assessments (Section 167.645, RSMo);
YES (2)	c. Assess any newly enrolled student in grades one through five for their level of reading or reading readiness on a reading assessment from the state-approved list (Section 170.014, RSMo); and
YES (2)	d. Provide reading success plans to students with substantial reading deficiencies and to those students who have been identified as being at risk of dyslexia. (Section 167.645, RSMo).
YES (2)	13. The charter school assesses all students enrolled in kindergarten through grade three at the beginning and end of each school year for their level of reading or reading readiness on a reading assessment from state-approved reading assessments (Section 167.645, RSMo).
	14. The charter school provides a reading success plan at the beginning of the school year to any student who:
YES (2)	a. Exhibits a substantial deficiency in reading which creates a barrier to a child’s progress learning to read;
YES (2)	b. Has been identified as being at risk of dyslexia in the statewide dyslexia screening or has a formal diagnosis of dyslexia (Section 167.645, RSMo).
YES (2)	15. The charter school has established a reading program in kindergarten through grade five based in scientific research (Section 170.014, RSMo).

	16. The charter school provides instruction: in Braille reading and writing to eligible students as outlined in the BRITE Act (Section 167.225, RSMo).
YES (1)	a. In Braille reading and writing to eligible students as outlined in the BRITE Act; and
YES (1)	b. In orientation and mobility training for blind and visually impaired students (Section 167.225, RSMo).
NA (9)	17. The charter school provides mental health awareness training to students in accordance with Section 170.307, RSMo .
NA (9)	18. The charter school, if it is a high school, offers at least one computer science course in an in-person setting or as a virtual or distance course option (Section 170.018, RSMo).
NA (9)	19. The charter school provides student IDs with the three digit dialing code that directs calls and routes text messages to the Suicide and Crisis Lifeline (Section 170.048, RSMo).
PROFESSIONAL LEARNING	
YES (1,6)	1. The charter school ensures that all educators in its employ, who hold a career continuous certificate, complete a minimum of 15 contact hours of professional development annually unless exempt (Section 168.021, RSMo).
YES (1)	2. The charter school provides two hours of in-service training for all practicing teachers annually regarding dyslexia and related disorders (Section 167.950, RSMo).
This is optional	3. All school personnel may participate in a simulated active shooter and intruder response drill conducted by law enforcement professionals, as described in statute. Program instructors must be certified by the Department of Public Safety's Peace Officers Standards Training Commission (Section 170.315, RSMo). This is not a required training.
SAFETY	
YES (1, 5)	1. The charter school has a written discipline policy; provides the policy to students, parents and guardians; and follows the requirements of Sections 160.261 and 160.405, RSMo .
YES (1)	2. The charter school complies with statute related to posting child abuse and neglect hotline information (Section 160.975, RSMo).
YES (1)	3. The charter school requires the reporting of child abuse, including allegations of sexual misconduct involving a teacher or other employee of the charter school, and provides employee training in accordance with law (Sections 160.261.2, 162.069 and 210.115, RSMo).
YES (1)	4. The charter school maintains immunization records as required by statute and reports such data required by the Missouri Department of Health and Senior Services (Sections 167.181 and 167.183, RSMo).
YES (1, 3)	5. The charter school complies with all statutes related to the transportation of students (Sections 162.064, 162.065, and 167.231 RSMo).
	6. The charter school complies with the Persistently Dangerous Schools provision of the Every Student Succeeds Act (ESSA) (P.L. 114-95) and (5 CSR 20-100.210).
NA (8)	a. Allow students who attend a persistently dangerous school to attend a safe public school within the charter school Local Education Agency (LEA).
NA (8)	b. Allow students who have been a victim of a violent criminal offense while in or on the grounds of the public school to attend a safe public school within the charter school LEA.
YES (1)	7. The charter school is required to disclose to any public school about any former employee, information regarding any violation of the published regulations of the state board of education, the district, or the governing body of the charter school by the former employee if such violation related to sexual misconduct with a student and was determined to be an actual violation of the board, of the district, or the governing body of the charter after a contested case due process hearing has been conducted, pursuant to board policy (Section 162.068, RSMo).
YES (2)	8. The charter school complies with the provisions of the Get the Lead Out of School Drinking Water Act. Effective 2023-24 school year and beyond (Section 160.077, RSMo).
YES (1)	9. The charter school complies with the provisions of Will's Law related to individualized emergency health care plans for epilepsy and seizure disorders (Section 167.625, RSMo).
COMPLIANCE	
YES (1)	1. The charter school complies with all the regulations of the state and federal programs in which the charter school participates (5 CSR 20-100.130, and 5 CSR 20-300.110 to.120.)
YES (1)	2. The charter school meets state and federal special education requirements for students with disabilities, economically disadvantaged students, migratory children, students whose native or home language is other than English and homeless youth (Sections 162.680 and 167.020, RSMo, and 5 CSR 20-300.110 to .120).
	3. The charter school complies with statutory standards including:
YES (1)	a. Administration of the statewide system of academic assessments, as designated by the State Board of Education under (Section 160.518, RSMo).
YES (1, 3, 5)	b. Assurances for the completion and distribution of an annual report card as prescribed in (Section 160.522, RSMo).
YES (1)	c. Collection of baseline data during the first three years of operation to determine the longitudinal success of the charter school (Section 160.405.7, RSMo).

YES (1)	d. Measurement of pupil progress toward the pupil academic standards adopted by the State Board of Education under (Sections 160.514 , and 160.405.6(a) RSMo).
YES (1,5)	e. Publication of each charter school’s Annual Performance Report (Section 160.405, RSMo).
YES (1)	f. Compliance with laws and regulations of the state, county or city relating to health, safety and state minimum educational standards, including requirements relating to student discipline under (Sections 160.261 , 160.261.2 , 167.161 , 167.164 and 167.171, RSMo).
YES (1)	g. Notification to law enforcement authorities of criminal conduct under (Sections 167.115 and 167.117, RSMo).
YES (1)	h. Transmittal of school records as required by (Section 167.020, RSMo).
YES (1)	i. Provision of the minimum amount of school time as required by (Section 171.031, RSMo).
YES (1)	j. Performance of employee background checks as required by (Section 168.133, RSMo).
YES (5)	k. Protections to students and families with respect to certain surveys and evaluations as required by (Section 167.113, RSMo).
NA (8)	4. The charter school notifies parents if the local education agency (LEA) or school within the LEA scores in the bottom 5% of the Annual Performance Report (Section 162.084, RSMo).

COMMENTS

Comment(s) are required for any item that has been marked as No or N/A.

1. The stated purpose of this form is “assuring that it has or will comply with state law, federal law, and State Board of Education regulations included during the 2022-23 school year.” All charter schools sponsored by MCPSC have a signed contract on file at DESE. It assures compliance with all Missouri statutes related to charter public schools. MCPSC monitors throughout the year. MCPSC annually requests verification from DESE offices that monitor compliance to specific programs at the end of each fiscal year. MCPSC monitors schools compliance of annual items on the timeline dictated by the work function.
2. Statute(s) go into effect in FY24.
3. The following statutes do not applicable to charter schools: 571.030, 569.115, 574.115, 575.090,597.030(1), 167.275, 160.522, 167.231
4. Self-monitoring document list is not provided.
5. One or more statutes in this section does not apply to charter schools, is a definition or the duty of another agency/board.
6. Only applicable to charter schools operated by a school district.
7. The statue cited is incorrect.
8. This statute does not apply to this charter school.
9. This school do not offer this or does not serve the grades where this applies.

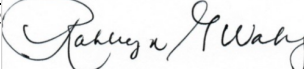
ASSURANCES

If you provide any “personal information” as defined in Section 105.1500, RSMo, concerning an entity exempt from federal income tax under Section 501(c) of the Internal Revenue Code of 1986, as amended, you understand and agree that you are voluntarily choosing to seek a state contract and providing such information for that purpose. The Department of Elementary and Secondary Education will treat such personal information in accord with Section 105.1500, RSMo, unless such information is subject to disclosure pursuant to federal or state law.

The superintendent/chief executive officer assures compliance with each of the items on the checklist.

SIGNATURE OF SUPERINTENDENT	DATE
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The Charter Sponsor annually reviews the charter school’s compliance with statutory standards, as required by [Section 160.405.7, RSMo](#).

SIGNATURE OF SPON	DATE
	Jun 29, 2023

boxSIGN 157ZLLZ1-4KWZPJKR

SCHOOL: THE LEADERSHIP SCHOOL

YEAR: SY2022 – 2023

DATE: February 2nd, 2023

School Overview and History

The Leadership School (TLS) opened its doors in the fall of 2022 as a K-2 school serving **87** students. As a result of the challenges that continue to plague the Normandy Schools Collaborative, including the impact low-quality schools are having on minority students and those of low socioeconomic status, TLS aimed to meet the needs of the surrounding community by creating a school centered on growing the whole child. Their goal is to foster, within students, a sense of belonging, coupled with a rigorous academic experience that will lay the foundation for authentic student leadership.

Through a philosophical belief that educating children in the 21st century requires school experiences that prepare students to design and lead their own versions of a successful life, TLS has employed a school model aligned by three primary tenants: 1) developing a sense of belonging, 2) rigorous academic experiences and 3) authentic leadership. Ensuring that all students are safe, feel seen and thrive in a context of strong relationships, including creative and innovative learning opportunities that cultivate the skills needed to thrive in the 21st century, they seek to focus on leveraging relationships that help students establish a sense of belonging as well as provide them with a toolkit of academic skills needed to practice and exercise leadership in one's own life and the world around them.

With a desire to grow The Leadership School to a K-8 charter by the 2026-27 school year, serving approximately 450 students within the boundaries of the Normandy School Collaborative, TLS' vision is to create students that will lead transformational change for their communities and our world by becoming thoughtful citizens who understand the responsibility of leaders to shape and create equitable spaces. Currently completing their first year of its five-year contract, The Leadership School is made up of a student body population consisting of 93% African American, 1% Hispanic, 3.5% White and 2.5% multi-racial students. 75% of students qualify for free or reduced lunch and 15% receive special education services.

Site Visit Process Overview

MCPSC will conduct compliance site visits every year with TLS, as they hold a 5-year charter. The team consisted of Martha McGeehon, Deputy Director of Accountability, and Dr. Tonya Richardson, Program Specialist, of Missouri Charter Public School Commission. Marisol Rodriguez, Founder of Insignia Partners, has been contracted to serve as the Site Visit Coordinator for the Commission's site visits in 2023.

Dr. Kimberly Townsend, Executive Director, organized the focus groups and interviews. The site visit included interviews with the Executive Director, Operations Manager, Director of Student & Community Affairs, and focus groups with elementary school teachers, families and the board. The site visit team observed the January 31st board meeting.

Observations were not intended to assess the academic quality of the school, or the actual performance of any group or individual, but were focused on all compliance issues as outlined in the Site Visit Protocol.

General Observations

TLS appears to be moving in the right direction. The theme heard throughout the site visit was that from the start of the school year (August) to present, there has been a major shift in the culture of the school. Operationally, there have been significant improvements and the focus has shifted from organization to academics. Teachers feel supported, heard and respected. Leadership is collaborative and has a strong working relationship with the Executive Director. Parents feel as though the school pushes their students to be better by providing rigorous academics and smaller classes with more one-on-one focus. The board feels as though the school is doing a good job in aligning with its mission of promoting student leadership and although getting the school started was “hard”, they are beginning to have academic conversations around the direction of the school.

Findings

Criteria 1: Faithfulness to Charter

Areas of Strength

Teachers, parents, school leadership and board members all shared a common and consistent understanding of the school’s mission to grow their student’s leadership capacity through rigorous academics, cultural relevance and relationships. Actions such as daily positive affirmations, Leader-In-Me sessions, individualized learning and culturally relevant activities were mentioned to demonstrate ways in which the school was employing its mission. Teachers noted seeing a positive trend in student behaviors as a result of the daily creed quoted by students every morning; leadership discussed academic gains beginning to show up in data as a result of the rigorous coursework happening in classrooms and parents discussed their students being happy to come to school because of the relationships they were building at The Leadership School. The message conveyed by all interviewed stakeholders is that in order to build leaders, students need to be in charge of and at the center of their own learning. This articulation demonstrates that The Leadership School’s is beginning to align their strategic plan with their contractual goals.

TLS houses all application material in School Mint and readily provides information regarding non-discriminatory enrollment practices and the availability of specialized services to parents, students, and the general public. The site visit team noted no concerns about equity and access when it comes to recruitment and enrollment processes. The Leadership School participates in a formal lottery as needed and currently does not have a waiting list as they are looking to expand one grade level next year.

Areas of Growth

Although processes and procedures have gotten better since the start of school, sentiments were heard on all levels regarding the need to continue refining the school culture and tighter procedures around staff culture and expectations.

Criteria 2: Students' Opportunities to Learn

Areas of Strength

Given the landscape that Covid has presented for many schools, data is beginning to show that students are growing academically but not at the rate the leadership in the building would like to see. Having a lot of teachers new to the field and substitutes on staff, the focus has been placed on teacher development, coaching and building academic partnerships with families. Leadership and teachers state that students are monitoring their own growth through platforms such as IReady and NWEA that helps provide data to individualize learning. Students are setting their own goals, are updated regularly on their progress then establish new goals once their previous goal has been met. There are different methods TLS uses for tracking data such as the Wall Tracker, snapshot & formative assessments, data binder, etc. These methods keep leadership, teachers and staff informed on how students are progressing academically. Parents commented that they are seeing progression in their child's growth and feels as though the school is holding their child to high expectations academically. Board members feel like the data is trending in the right direction and with a few tweaks, are more than capable of reaching their goal by the end of the first year. Currently, the board, along with building leadership are working to learn more about the required state assessments and are in the process of setting goals around proficiency levels that will aim to move students across tiers from year-to-year.

All staff members of The Leadership School were able to identify the processes in place to support students with varying needs (from academic to behavior). Targeted time has been incorporated into the schedule for students who need additional support alongside personalized learning blocks. Restorative practices have also been put in place to combat suspension and parents voiced that the school is proactive and does a very good job in dealing with student's emotions prior to breakdowns. As an added measure, TLS has built a CARE team to help cater to students with specific learning challenges. There was consensus that the S.E.L. practices in place in the building were very strong.

Leadership, teachers and parents all felt that students were building confidence through the practices in place within the building and that the pillars: leading with love, discipline and accountability are evident. Being a Leader-In-Me school, the school culture of leadership can be seen in student behaviors (displayed through their leadership roles to self-correcting their own behaviors), students are continuing to acclimate new students to the culture of the school. Teachers view that the students understand the rules and know that consequences carry from class to class. "There is a common language spoken that supports the schools mission." Parents appreciate that their student(s) are growing in confidence and are happy to come to school.

Areas of Growth

While TLS is working to rebound from the effects of Covid, leadership feels as though more teacher development is needed to grow students at the desired rate to reach their goal. Teachers feel as though they need more personnel to help combat the learning challenges they are faced with in the classroom. It was also noted that the Director of Teaching and Learning

had recently resigned (for health reasons) and not all classrooms have a highly qualified teacher leading instruction. Parents would like more personalized communication around their child's academic performance and to understand the proper protocol on how they can help reach out to staff members so that they can help at home; and the board, being in their first year of school, is working to create baseline data to identify ways in which the school needs to move forward academically.

Another common theme heard throughout the building is that getting support for students is a pain point. Teachers stated that they feel like TLS "is at the bottom of SSD's concerns; the low man on the totem pole". While the relationship with the support services provider seems to be getting better, the school continues to struggle with getting the appropriate resources to care for students with accommodations. There have been delays in such things as getting staff, gaining access to SSD's management system (Phoenix), providing students with the required SPED services, and the referral of new students for services, that has made implementation rather cumbersome. Parents also voiced concern around the lack of communication on their child's progress from SSD.

There were mixed feelings around the safety of the school. While the relationship with Pagedale police was mentioned, some parents and teachers felt as though stronger measures could be put in place to prohibit a tragedy from occurring. Parents would like to see additional security or a buzzer installed at the front door because it can be hard to gain access to the building if someone is not at the front desk and teachers voiced concern around the classroom structure and only have one entry/exit point out of their classroom since their windows do not open.

Criteria 3: Instructional Leadership

Areas of Strength

Professional development is provided to teachers and staff through weekly PLCs and half days built in for professional development. Teachers feel like professional development has been informative and feels like it is becoming more responsive to their needs. Spring professional development has been focused on developing personalized plans so leadership has been developing goals based on student data and using that to inform instruction and focus on areas of improvement.

The adults in the building feel the professional working climate is positive and everyone is willing to step in and support as needed. Teachers feel supported and believe there is a good rapport in the building. They feel like their professional opinion matters and the school sets a good example for the students. There is an open door policy to speak freely if there are any concerns and everyone agrees that there is strong administrative support. A lot of great conversations are happening through collaboration around data and strategy and the faculty is building comradery. A culture of love and care is evident and everyone feels they are playing a part in the overall success of the school. Faculty enjoy coming to work and believe the objective is to create a warm environment that provides a familial feel while remaining professional.

Accountability systems have been implemented with building leadership and staff through weekly check-in that aligns priorities and provides feedback around areas of improvement/focus. The Board has monthly check-ins with the Executive Director to measure performance as outlined by the performance indicators and will have an end-of-year review as a means of providing extra governance.

Areas of Growth

With the vast array of teaching experience on staff, concern was voiced around adding slightly more differentiation to professional development to meet specific needs of faculty. As the student body population grows in numbers and in needs, staff would like to see more development around scaffolding. In addition, mention was given to have some topics presented in a timelier manner (i.e. Smart board training) but staff is aware that some things are out of the school's control.

As focus continues to be on academics and shifts to more teacher support with weekly observations, additional support is needed to help teachers meet their goals. For example, teachers mentioned having set goals but the person overseeing their implementation resigned so they are in the "weird" spot of waiting to see what happens with them. TLS has also struggled with teacher absences and the instructional coaching staff have spent a great deal of time this year filling in for teachers.

Criteria 4: Organizational Viability

Areas of Strength

The relationship between the board and building leadership is good. The standing check-ins have been helpful and board members visit the school frequently (as some are parents of students in the school). MCPSC attended the January 31st board meeting. The board meets monthly, along with their established committees, to discuss functions of specific areas of the school (i.e. finance, academics, governance and development). In addition, monthly meetings are held with EdOps, who maintains their finances, to review financials and address concerns. The board and building leadership work closely to track records and make sure all information is up-to-date and that internal checks and balance systems exist. TLS behaviors are transparent and they are open in their financial processes.

Operationally, there was consensus that things have improved significantly from August to now. The start of the school year was hard in terms of the culture and climate and the adults felt like the rating was more around a 4 but since fall has come to an end, the school has gotten into the groove of defining roles, processes and procedures that has provided faculty with a lot more clarity on what to do and who to report to if there are concerns. Post fall, the rating came in favorable at around 8 ½ - 9 on a 10 point scale. The adults in the building, as well as parents, feel like they have adequate resources to meet the needs of their job and students, respectively, and feel like the system is operating where it needs to be. Even when things can get a little off track (i.e. late lunch/buses), administration does a good job with pivoting and keeping everyone informed of the plan.

Areas of Growth

With the school currently in its first year, the board does not have their own goals in place but it is an area that they are planning to address at their retreat. They are also looking to bring in an additional board member and complete the governance profile with Kent Peterson.

As the school continues to grow, consideration will need to continue to be given to additional resources, space and staff needed to meet the needs of the school. Teachers and parents mentioned adding a school library to help with the reading initiative and a playground for student social interaction as important components missing from the school. Keeping an eye on finances to make sure that this is feasible in the future will be important.



Missouri
Charter Public School Commission

August 17, 2023

Mr. Lennel Hunter
Chair, The Leadership School Board of Directors
1785 Pennsylvania Ave
Pagedale, MO 63133

RE: Letter of Concern – FY23 Ending Fund Balance – via email

Dear Mr. Lennel:

Dr. Townsend informed the Commission that The Leadership School's FY23 fund balance was below the statutory minimum balance of 3% when the FY23 fiscal year ended on June 30. The Commission has notified the Department of Elementary and Secondary Education and we are issuing this Letter of Concern to communicate the Commission's concern and to acknowledge the board's attention to this serious matter.

The Leadership School ended FY23 with a fund balance of 2.3%. This is below the statutory requirement of 3% and the 5% required by the Commission. This will result in The Leadership School being placed on the financially stressed list by the Department of Elementary and Secondary Education (DESE) and will require the board to submit to DESE specific financial plans following the submission of the Annual Secretary of the Board Report (ASBR). The Commission will continue to monitor the financial statements provided via EpiCenter submissions and may require contingency budgets or other interventions based on information reported in the monthly financials.

In conversations over the last few weeks, it is clear the board of directors and administration are aware of this situation and have created a plan to assure the school meets its financial obligations, state regulations and contract requirements in FY24. The FY24 budget projects an ending fund balance of 11%, which exceeds the 3% Fund Balance requirement and meets the contractual goals with The Commission. The Commission will continue to monitor this situation and may require additional reporting measures or interventions – including probation - if expenses exceed revenues or if the fund balance will be less than 3%. If after the first two quarters of the fiscal year, The Leadership School demonstrates a strong financial position and year end projections continue to track above the required minimums the Commission will remove the letter of concern.

Thank you for your leadership and your swift attention to this matter.

Sincerely,

Martha McGeehon
Deputy Director of Accountability

cc: Board Members, The Leadership School Board of Directors
Dr. Kimberly Townsend, Executive Director, The Leadership School
Ms. Shanika Williams, Director Charter School Office, Dept. of Elementary and Secondary Education
Commissioners, Missouri Charter Public School Commission



1785 Pennsylvania Ave
St. Louis, MO 63133
Phone: (314) 492-2301
Fax: (314) 786-7507
www.theleadershipschoolstl.org

August 29, 2023

Martha McGeehon
Deputy Director of Accountability
Missouri Charter Public School Commission

Dear Ms. McGeehon,

The Leadership School's (TLS) Board of Directors has received the Commission's August 17th letter regarding the school's FY23 fund balance and understands the budget adjustments we must make this school year. The Board has continued to closely monitor this situation. Both Dr. Kimberly Townsend and our financial consultant have been transparent, ensuring that we remain well-informed about our fiscal standing.

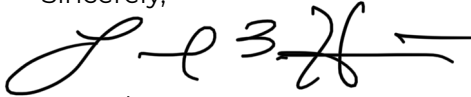
We have already commenced an evaluation to determine the factors leading to a fund balance below the statutory requirement of 3% as well as the Commission's requirement of 5%. I'd like to highlight what we believe are the two most significant circumstances for contextual purposes:

1. As a new school, we anticipated a number of one-time expenses and knew we would not be able to rely on precedent in the way a long-standing district would. We worked with our financial advisor to build a budget based on an expected per pupil reimbursement amount that was ultimately overstated by approximately 25%. Once we recognized this discrepancy, we immediately took action to revise the budget downward and made the appropriate adjustments in spending for the remaining four months of the fiscal year. The fact that we maintained positive cash flow under these conditions speaks to Dr. Townsend's ability to navigate limited funding with careful and targeted expenditures.
2. The second factor was the school lunch program. During our first year of operation, we participated in the non-pricing meal service option, Community Eligibility Provision (CEP). Despite reaching the necessary threshold for meal reimbursements through CEP, our lowered percentage of students directly certified as qualifying for free- or reduced-price lunch resulted in less revenue than budgeted.

With the lessons from these experiences firmly in mind, we expect to exceed the statutory fund balance requirement by October 2023 and our contractual goal with the Commission by January 2024. We have developed our FY24 budget with an accurate per-pupil reimbursement amount and used a conservative enrollment projection that is below our current enrollment. As you've stated, with our adjustments, the FY24 budget projects an ending fund balance above both the statutory and contractual goals, which should put us on solid footing heading into the following fiscal year.

TLS's Board of Directors and executive director will continue to be proactive and transparent in our progress reporting to the Commission. Thank you for your valuable partnership and the Department of Education and Secondary Education's guidance in this matter. TLS looks forward to meeting the stated fund balance goal, checking in with the Commission regularly, and demonstrating a strong financial position as we continue to serve our student leaders and their families.

Sincerely,

A handwritten signature in black ink, appearing to read "Lennel Hunter". The signature is stylized with a large initial "L" and a long horizontal stroke at the end.

Lennel Hunter
Board Chair
The Leadership School

cc: Board Members, The Leadership School Board of Directors
Dr. Kimberly Townsend, Executive Director, The Leadership School
Ms. Shanika Williams, Director Charter School Office, Dept. of Elementary and Secondary Education
Commissioners, Missouri Charter Public School Commission

Coversheet

Approve Board Meeting Minutes from February 23, 2024

Section: III. Action Items
Item: A. Approve Board Meeting Minutes from February 23, 2024
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for TLS Special Board Meeting February 23, 2024 on February 23, 2024

APPROVED



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

TLS Special Board Meeting February 23, 2024

Date and Time

Friday February 23, 2024 at 4:00 PM

Location

Virtual Only

Directors Present

A. Williams (remote), D. Henderson (remote), G. McHam (remote), L. Hunter (remote)

Directors Absent

None

Ex Officio Members Present

K. Townsend (remote)

Non Voting Members Present

K. Townsend (remote)

Guests Present

Courtney Moulder (remote)

I. Opening Items

A. Call the Meeting to Order

L. Hunter called a meeting of the board of directors of The Leadership School to order on Friday Feb 23, 2024 at 4:02 PM.

B. Record Attendance

C. Public Comment Section

No public comments.

II. Spending Request

A. Spending Request

Interim Co-Executive, Courtney Moulder, made a \$10,000 funding request for the board to approve a grant writer for the CSP grant. It would take approximately 50 hours for the grant to be written and has a tight turn around.

Board members discussed the pros and cons for the grant writer. D. Henderson shared concerns with cash flow. K. Townsend shared concerns for the overall fund balance.

G. McHam made a motion to approve spending for a grant writer contingent upon no impact with cash flow.

D. Henderson seconded the motion.

L. Hunter asked K. Townsend and C. Moulder to provide and update on the cash flow and grant writer at the Feb 27th board meeting.

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

III. Closing Items

A. Next Steps

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:25 PM.

Respectfully Submitted,

K. Townsend

Coversheet

Approve Board Meeting Minutes from February 27, 2024

Section: III. Action Items
Item: B. Approve Board Meeting Minutes from February 27, 2024
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for TLS February 27, 2024 Board Meeting on February 27, 2024

DRAFT



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

TLS February 27, 2024 Board Meeting

Date and Time

Tuesday February 27, 2024 at 6:00 PM

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale, MO 63133

All board meetings will be fully in-person.

<https://zoom.us/j/93648300851?pwd=RnJOYIFzYy9qeE9vQ3MvR1RvR2JQUT09>

Attendees can still join via Zoom using the link below.

Or the following:

- Meeting ID: 936 4830 0851
- Passcode: TLS2021

Per Missouri Revised State Statute Section 610.021, the Board of Directors may close this meeting for an Executive Session to discuss permissible subjects.

This notice is published at our school site (1785 Pennsylvania Ave Pagedale, MO 63133) and on our website (<https://theleadershipschoolstl.org>).

Directors Present

A. Williams (remote), D. Henderson, G. McHam (remote), L. Hunter

Directors Absent

None

Directors who left before the meeting adjourned

A. Williams

Ex Officio Members Present

K. Townsend

Non Voting Members Present

K. Townsend

I. Opening Items

A. Call the Meeting to Order

L. Hunter called a meeting of the board of directors of The Leadership School to order on Tuesday Feb 27, 2024 at 6:03 PM.

B. Record Attendance

C. Public Comment Section

Public Comment was given by TLS supporter/committee member, Cynthia Chapple. She raised concerns about perceived conflict of interest between the board chair's role and his employment at an TLS funding organization.

II. Action Items

A. Approve Board Meeting Minutes from December 29, 2023

D. Henderson made a motion to approve the minutes from TLS Special Board Meeting on 12-29-23.

G. McHam seconded the motion.

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

B. Approve Board Meeting Minutes from January 19, 2024

D. Henderson made a motion to approve the minutes from TLS Special Board Meeting Jan 19 2024 on 01-19-24.

G. McHam seconded the motion.

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

C. Approve Board Meeting Minutes from January 31, 2024

D. Henderson made a motion to approve the minutes from TLS January 31, 2024 Board Meeting` on 01-31-24.

G. McHam seconded the motion.

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

D. Approve Board Meeting Minutes from February 13, 2024

D. Henderson made a motion to approve the minutes from TLS Special Board Meeting February 13, 2024 on 02-13-24.

G. McHam seconded the motion.

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

E. Approve January 2024 Monthly Financials

G. McHam made a motion to approve the January 2024 financials.

D. Henderson seconded the motion.

Board discussed steps to manage ADA and long-term sustainability of the school.

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

III. Board Business

A. Board Chair Updates

G. McHam made a motion to amend the agenda to remove items D. Approve Executive Director Contract Amendments and E. Approve Interim Contracts for Co-Executives.

D. Henderson seconded the motion.

L. Hunter notified the board that they would have a special meeting soon to approve the contracts.

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

A. Williams left.

B. Board Acknowledgement of Closure Assurance

Board reviewed the Closure Assurance document and will respond via email with their acknowledgment.

C. Recess Implementation

D. Henderson raised concerns regarding lack of dialy recess that was reported by her child. D. Henderson spoke with the teacher who confirmed that students used recess time for other purposes.

K. Townsend confirmed that all students have the daily required recess time.

G. McHam noted that the board must ensure that recess is stated in the school's policies as required by state statute.

The board asked Dr. Townsend to provide some kind of audit or report for recess implementation and the board would survey students and families about the amount of recess.

D. Approve Executive Director Contract Amendments

Agenda item removed

E. Approve Interim Contracts for Co-Executives

Agenda item removed

IV. Board Committee Reports

A. Governance Committee

Chair gave a report on steps to recruit additional board members.

B. Finance & Facilities Committee

Chair gave report on facilities expansion.

C. Development Committee

No report. K. Townsend reminded board of upcoming fundraising events.

D. School Performance Committee

No report. L. Hunter mentioned that new report templates are almost ready to share.

V. Executive Director Report

A. Progress towards 2023-24 Goals

K. Townsend gave report on progress to contractual goals.

VI. Closing Items

A. Next Steps

Board will meet March 6th at 5pm to discuss contracts and facilities.

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:58 PM.

Respectfully Submitted,
K. Townsend

Coversheet

Approve Board Meeting Minutes from March 6, 2024

Section: III. Action Items
Item: C. Approve Board Meeting Minutes from March 6, 2024
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Special Board Meeting March 6, 2024 on March 6, 2024

DRAFT



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

Special Board Meeting March 6, 2024

Date and Time

Wednesday March 6, 2024 at 5:00 PM

Location

The Leadership School is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us06web.zoom.us/j/93648300851?pwd=RnJ0YIFzYy9qeE9vQ3MvR1RvR2JQUT09>

Meeting ID: 936 4830 0851

Passcode: TLS2021

Directors Present

A. Williams (remote), D. Henderson (remote), G. McHam (remote), L. Hunter (remote)

Directors Absent

None

Ex Officio Members Present

K. Townsend (remote)

Non Voting Members Present

K. Townsend (remote)

I. Opening Items

A.

Call the Meeting to Order

L. Hunter called a meeting of the board of directors of The Leadership School to order on Wednesday Mar 6, 2024 at 5:00 PM.

B. Record Attendance

C. Public Comment Section

No public comments.

II. Closed Session

A. Closed Session

G. McHam made a motion to enter into closed session to discuss: facilities pursuant to RSMo. 610.021.2, which states: Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor. and personnel pursuant to RSMo. 610.021.3, which states: Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.

D. Henderson seconded the motion.

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

Roll Call

D. Henderson Aye

L. Hunter Aye

G. McHam Aye

A. Williams Aye

G. McHam made a motion to approve the contracts to be offered to the interim executive directors and the amendment to the executive director contract.

A. Williams seconded the motion.

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

Roll Call

G. McHam Aye

L. Hunter Aye

D. Henderson Aye

A. Williams Aye

G. McHam made a motion to adjourn closed session.

D. Henderson seconded the motion.

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

Roll Call

D. Henderson Aye

G. McHam Aye

L. Hunter Aye

A. Williams Aye

III. Closing Items

A. Next Steps

B. Adjourn Meeting

G. McHam made a motion to adjourn the meeting.

A. Williams seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:30 PM.

Respectfully Submitted,

K. Townsend

Coversheet

Approve February 2024 Monthly Financials

Section: III. Action Items
Item: D. Approve February 2024 Monthly Financials
Purpose: Vote
Submitted by:
Related Material: TLS - Monthly Presentation - February 2024.pdf
TLS - Supplemental Report - February 2024.xlsx
202402CheckRegisterbyType.pdf



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

February 2024 Financials

PREPARED **MAR'24** BY



- **Executive Summary**
- **Key Performance Indicators**
- **State Revenue**
- **Forecast Overview**
- **Cash Forecast**
- **Key Forecast Changes This Month**
- **Appendix**
- **Forecast History**

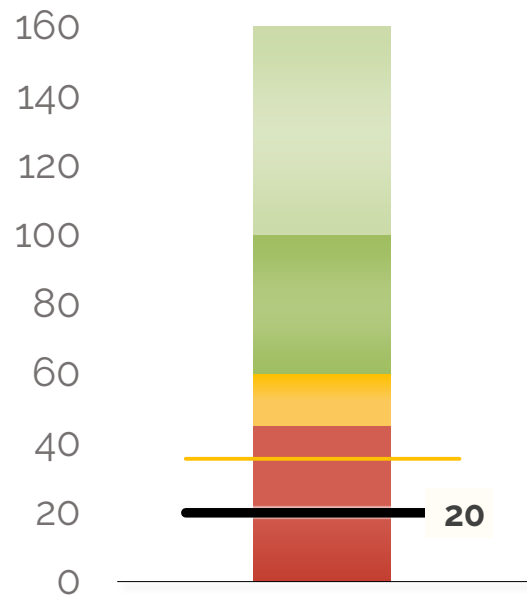
Executive Summary

- We continue to closely monitor the financial forecast as the fund balance is a vital component of school success.
- The current forecast for year end net income is \$98k, \$105k less than the budgeted net income of \$203k.
- The projected cash balance at year end is \$141k, providing a 5% Fund Balance.
- Since last month, the Net Income decreased by \$49k as outlined on the Key forecast changes.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

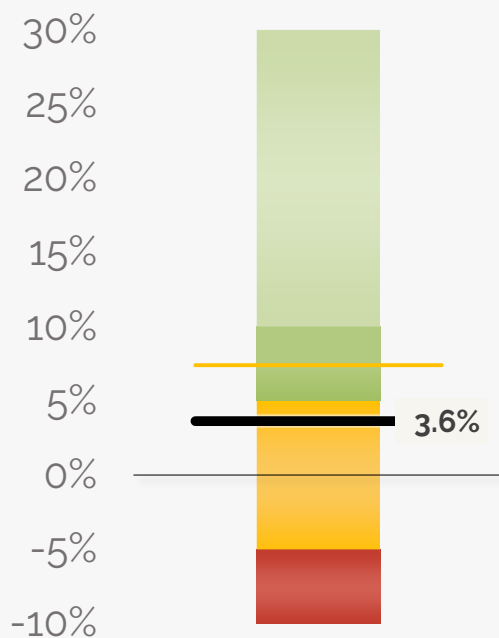


20 DAYS OF CASH AT YEAR'S END

The school will end the year with 20 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

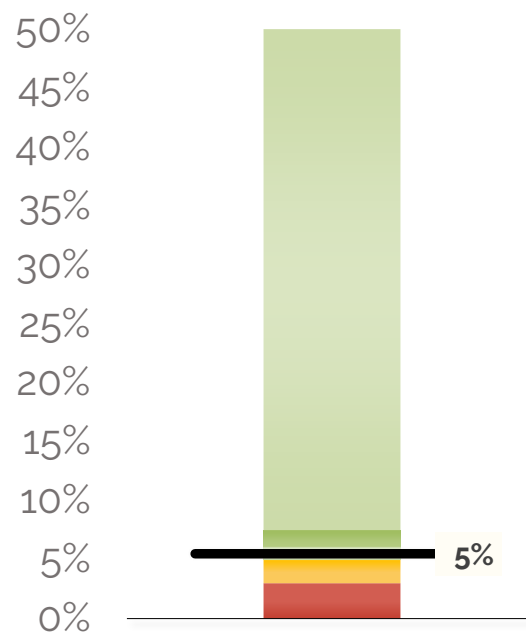


3.6% GROSS MARGIN

The forecasted net income is \$98k, which is \$105k below the budget. It yields a 3.6% gross margin.

Fund Balance %

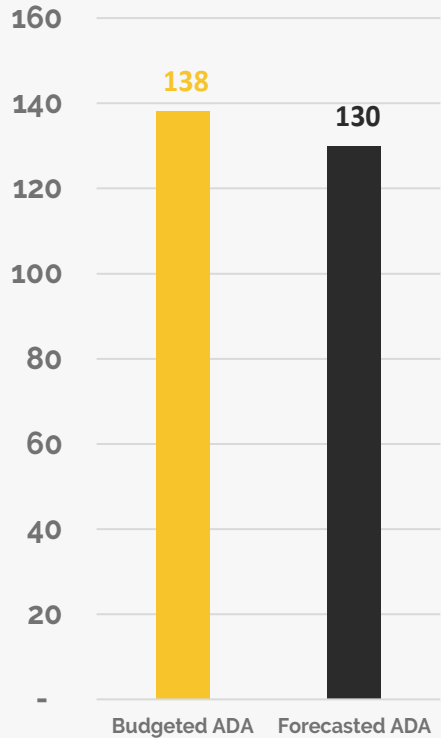
Forecasted Ending Fund Balance / Total Expenses



5.50% AT YEAR'S END

The school is projected to end the year with a fund balance of \$142,653. Last year's fund balance was \$44,714.

Student Expectations



The school now forecasts 130 ADA for SY23-24. The budget target was 138.

\$58K Less Per-Pupil Funding Than Expected

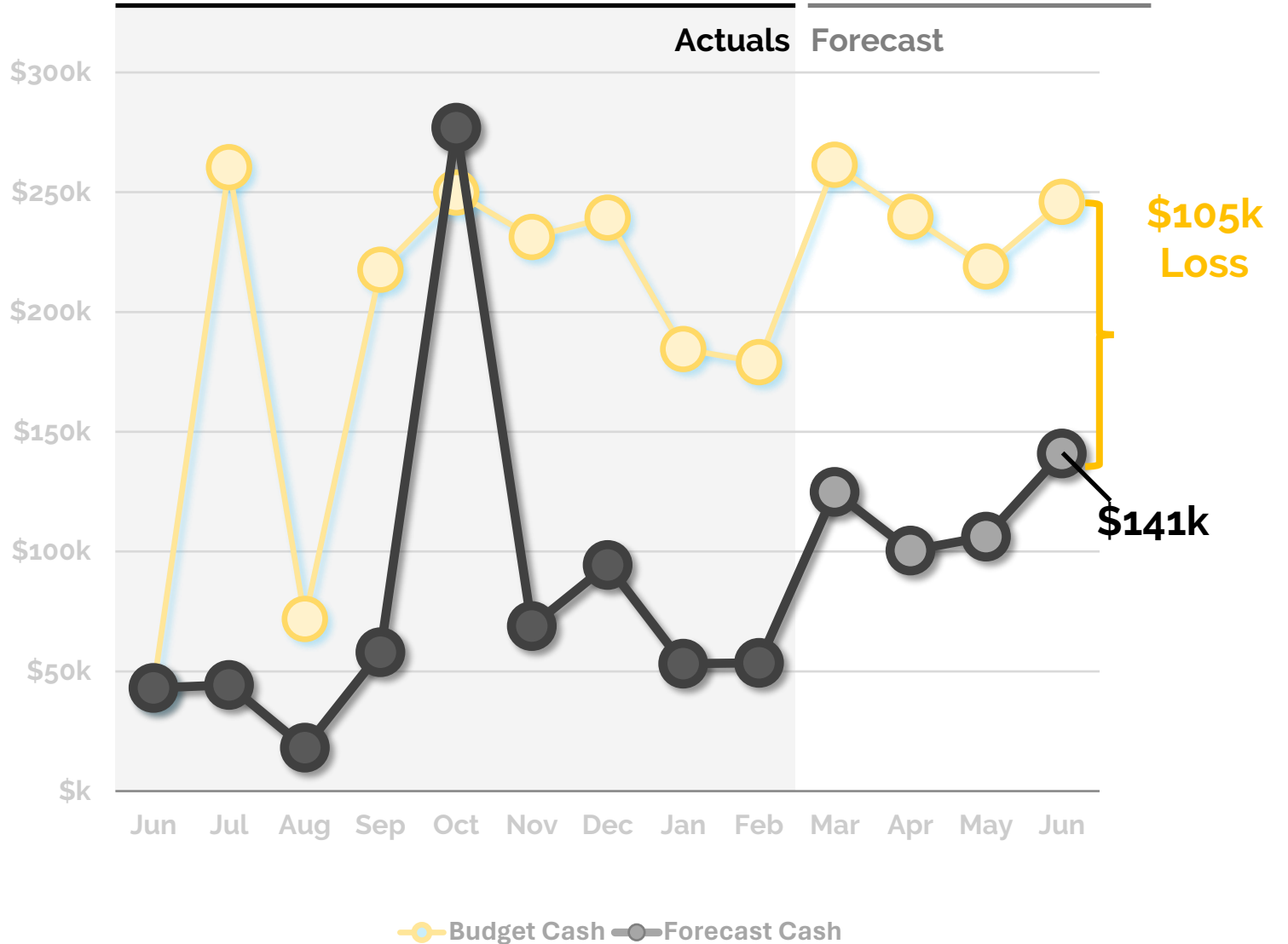
	Current Forecast	SY23-24 Budget	Difference	Financial Gain / (Loss)
Enrollment	153	144	9	
Attendance	88.0%	92.0%	-4.0%	
Total ADA	130	138	-8	
Regular Term PK	0	0	0	
Regular Term K-12	130	134	-4	-44k
Remedial	0	0	0	
Summer	0	4	-4	-40k
FRL Count	124	114	10	
FRL Weight	21	18	3	26k
IEP Count	0	0	0	
IEP Weight	0	0	0	
LEP Count	0	0	0	
LEP Weight	0	0	0	
WADA	151	156	-5	
Per WADA Payment	\$9,684	9735	-51	
State Aid	\$1.4M	\$1.5M	-\$57,852	-58k

Forecast Overview

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$2.7m	\$2.7m	-\$45k		Rev below budget, primarily due to state aid funding based on lower ADA.
Expenses	\$2.6m	\$2.5m	-\$60k		\$163k increase in donor funded PD expense, \$51k increase in rent; and \$55k in facilities offset by \$208k savings in salary and benefits
Net Income	\$98k	\$203k	-\$105k		

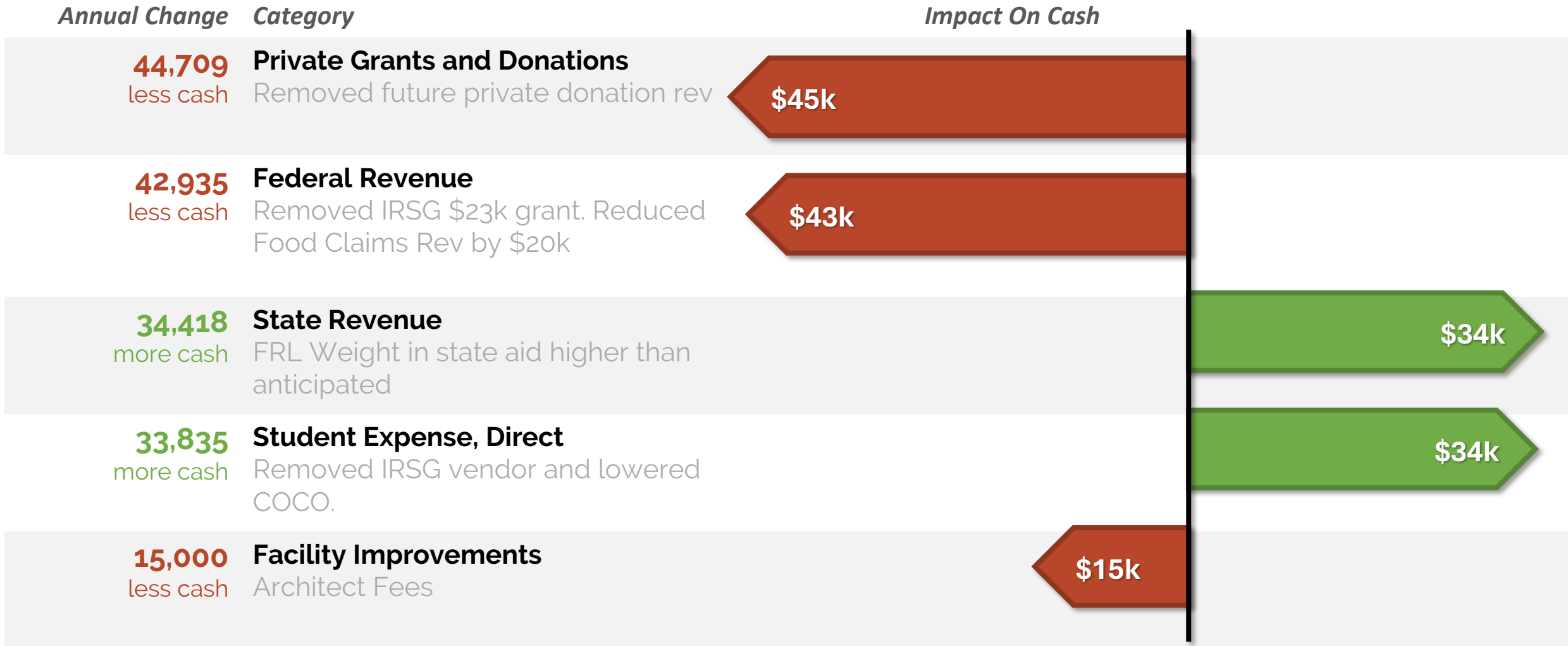
20 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$141k**, **\$105k** below budget.



Key Forecast Changes This Month

The February forecast **decreased** the year-end cash expectation by \$49k. *Key changes:*





QUESTIONS?

Please contact your EdOps Finance Team:

Anne Nichols

anichols@ed-ops.com

816.985.5144

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	<i>Actual</i>	<i>Budget</i>	<i>Variance</i>	<i>Forecast</i>	<i>Budget</i>	<i>Variance</i>	<i>Remaining</i>
Revenue							
Local Revenue	81,541	73,019	8,522	104,675	107,382	(2,707)	23,134
State Revenue	886,261	978,394	(92,133)	1,489,842	1,572,424	(82,582)	603,581
Federal Revenue	225,082	241,272	(16,190)	433,078	424,421	8,657	207,995
Private Grants and Donations	476,290	533,375	(57,085)	653,532	627,500	26,032	177,242
Earned Fees	10,604	4,300	6,304	12,584	6,700	5,884	1,980
Total Revenue	1,679,779	1,830,361	(150,582)	2,693,711	2,738,426	(44,715) ①	1,013,932
Expenses							
Salaries	667,790	755,464	87,675	991,759	1,133,196	141,437	323,970
Benefits and Taxes	152,949	197,908	44,959	229,645	296,862	67,217	76,696
Staff-Related Costs	93,868	13,833	(80,035)	182,500	20,000	(162,500)	88,632
Rent	154,963	120,864	(34,099)	232,441	181,296	(51,145)	77,478
Occupancy Service	156,021	108,845	(47,176)	203,382	163,268	(40,114)	47,361
Student Expense, Direct	189,122	190,793	1,672	272,047	286,940	14,893	82,925
Student Expense, Food	75,889	66,667	(9,222)	100,000	100,000	(0)	24,111
Office & Business Expense	123,592	135,581	11,989	212,397	197,313	(15,084)	88,805
Transportation	57,067	104,400	47,333	156,601	156,600	(1)	99,534
Total Ordinary Expenses	1,671,261	1,694,356	23,095	2,580,772	2,535,475	(45,296)	909,510
Facility Improvements	-	0	0	15,000	0	(15,000)	15,000
Total Extraordinary Expenses	-	0	0	15,000	0	(15,000)	15,000
Total Expenses	1,671,261	1,694,356	23,095	2,595,772	2,535,475	(60,296) ②	924,510
Net Income	8,517	136,004	(127,487)	97,939	202,951	(105,011) ③	89,422
Cash Flow Adjustments	1,940	-	1,940	0	-	0 ④	(1,940)
Change in Cash	10,458	136,004	(125,547)	Powered by BoardOnTrack 2,951	(105,011) ⑤	5	87,481

① REVENUE: \$45K BEHIND

② EXPENSES: \$60K BEHIND

③ NET INCOME: \$105K behind

	Actual								Forecast				
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	0	13,964	17,640	9,615	11,102	7,885	8,490	12,846	7,584	5,183	5,183	5,183	104,675
State Revenue	86,963	6,235	108,113	254,049	87,486	113,306	113,845	116,263	113,635	163,315	163,315	163,315	1,489,842
Federal Revenue	10,450	1,556	0	105,670	33,970	34,425	22,354	16,658	46,364	60,379	50,626	50,626	433,078
Private Grants and Donations	51,784	178,821	128,723	1,000	286	110,671	4,500	505	177,242	0	0	0	653,532
Earned Fees	672	11	1,125	404	790	88	2,350	5,164	495	495	495	495	12,584
Total Revenue	149,869	200,587	255,601	370,738	133,635	266,374	151,539	151,435	345,320	229,373	219,620	219,620	2,693,711
Expenses													
Salaries	57,221	107,211	85,724	74,896	84,186	88,995	86,934	82,624	92,504	83,912	81,512	66,041	991,759
Benefits and Taxes	12,512	25,551	21,967	17,554	18,717	19,984	18,664	18,000	21,544	18,384	18,384	18,384	229,645
Staff-Related Costs	980	0	18,150	27,875	16,457	1,786	27,642	977	52,197	12,145	12,145	12,145	182,500
Rent	19,370	19,370	19,370	0	19,370	19,370	38,741	19,370	19,369	19,369	19,369	19,369	232,441
Occupancy Service	30,853	24,234	17,710	12,653	26,876	14,584	6,447	22,666	7,457	12,333	13,786	13,786	203,382
Student Expense, Direct	3,639	44,452	28,204	10,499	78,989	14,358	11,954	-2,973	570	48,280	27,725	6,350	272,047
Student Expense, Food	0	0	7,262	13,680	24,138	6,842	6,703	17,263	0	7,153	8,479	8,479	100,000
Office & Business Expense	19,921	13,825	20,118	1,855	43,081	18,871	3,878	2,044	36,758	19,328	12,386	20,332	212,397
Transportation	8,935	0	0	0	10,321	37,811	0	0	43,030	17,483	19,510	19,510	156,601
Total Ordinary Expenses	153,431	234,643	218,505	159,012	322,135	222,601	200,963	159,971	273,429	238,388	213,297	184,397	2,580,772
Operating Income	-3,562	-34,057	37,096	211,726	-188,500	43,773	-49,423	-8,536	71,891	-9,015	6,323	35,223	112,939
Extraordinary Expenses													
Facility Improvements	0	0	0	0	0	0	0	0	0	15,000	0	0	15,000
Total Extraordinary Expenses	0	0	0	0	0	0	0	0	0	15,000	0	0	15,000
Total Expenses	153,431	234,643	218,505	159,012	322,135	222,601	200,963	159,971	273,429	253,388	213,297	184,397	2,595,772
Net Income	-3,562	-34,057	37,096	211,726	-188,500	43,773	-49,423	-8,536	71,891	-24,015	6,323	35,223	97,939
Cash Flow Adjustments	4,868	7,878	2,750	7,195	-19,577	-18,283	8,297	8,812	-485	-485	-485	-485	0
Change in Cash	1,306	-26,179	39,846	218,921	-208,077	25,491	-41,126	276	71,406	-24,500	5,838	34,738	97,939
Ending Cash	44,349	18,170	58,017	276,007	68,960	24,351	53,225	53,501	124,907	100,407	106,244	140,982	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	43,043	53,501	140,982
Total Current Assets	43,043	53,501	140,982
Total Assets	43,043	53,501	140,982
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	-1,671	270	-1,671
Total Current Liabilities	-1,671	270	-1,671
Total Long-Term Liabilities	0	0	
Total Liabilities	-1,671	270	-1,671
Equity			
Unrestricted Net Assets	44,714	44,714	44,714
Net Income	0	8,517	97,939
Total Equity	44,714	53,231	142,653
Total Liabilities and Equity	43,043	53,501	140,982

Forecast History of June 30, 2024 Cash Balance

Source	Days of Cash at 6/30/24	Change	Description of change
Budget	35		From SY23-24Budget
Jul	56	21	No FRT
Aug	34	-22	No July Forecast
Sep	28	-5	ADA decreased by 3
Oct	26	-3	Decrease Per WADA payment. Increased exp with Ops staffing
Nov	22	-4	Lowered state funding due to Prior YR adjustment
Dec	23	1	Reduced salary forecast and donations of forecast
Jan	26	3	Removed staff positions
▶ Feb	20	-7	Forecast increased due to Food Weight, Instuc vendors. Decrease Food clai...
Mar			
Apr			
May			
Jun			

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](#):

TLS - Supplemental Report - February 2024.xlsx

The Leadership School
03/15/2024 12:17 PM

Check Register by Type

Page: 1
User ID: SAS

Payee Type: Vendor		Check Type: Automatic Payment					Checking Account ID: 1	
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>	
52024117	02/09/2024	X			BAMBOOHR	Bamboo HR	204.00	
52024118	02/05/2024	X			CRICKET	Cricket Wireless	90.00	
52024119	02/03/2024	X			GSUITE	Google Suite	208.33	
52024120	02/17/2024	X			NEXTIVA	Nextiva	593.38	
52024121	02/01/2024	X			SCCHARTER	SC Charter - Rent	19,370.42	
52024122	02/17/2024	X			WELLSFARGO	Wells Fargo Vendor	137.98	
52024123	02/13/2024	X			REPUBLIC	Republic Services	771.66	
52024124	02/23/2024	X			LEVEL3	Level 3 Communications, LLC	1,710.70	
52024125	02/29/2024	X	X	03/08/2024	MIDWESTBNK	Midwest Bank Credit Card	5.95	
52024128	02/26/2024	X			MIDWESTBNK	Midwest Bank Credit Card	3,483.44	
52024139	02/07/2024	X			FOWLTEE	Teeshia Fowler	200.00	
Checking Account ID: 1					Void Total:	5.95	Total without Voids: 26,769.91	
Check Type Total: Automatic Payment					Void Total:	5.95	Total without Voids: 26,769.91	

Payee Type: Vendor		Check Type: Check					Checking Account ID: 1	
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>	
82393607	02/02/2024	X			BOXWOOD	Boxwood Landscaping	7,300.00	
82403617	02/08/2024	X			BOXWOOD	Boxwood Landscaping	390.00	
82408085	02/09/2024	X			FRESHPALAT	Anthony Foster	5,667.81	
82408086	02/09/2024	X			BOXWOOD	Boxwood Landscaping	2,025.00	
82579464	03/01/2024	X			FRESHPALAT	Anthony Foster	11,595.23	
82579465	03/01/2024	X			BOXWOOD	Boxwood Landscaping	8,700.00	
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 35,678.04	
Check Type Total: Check					Void Total:	0.00	Total without Voids: 35,678.04	
Payee Type Total: Vendor					Void Total:	5.95	Total without Voids: 62,447.95	
Grand Total:					Void Total:	5.95	Total without Voids: 62,447.95	

Coversheet

Approve 2024-25 School Year Calendar

Section: IV. Board Business
Item: A. Approve 2024-25 School Year Calendar
Purpose: Vote
Submitted by:
Related Material: TLS 24-25 Calendar .pdf

2024

JULY

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/ 30	24	25	26	27	28	29

OCTOBER

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/ 30	24/ 31	25	26	27	28	29

August	1st – 22nd : Staff Development – No Students 15th : Meet the Teachers (4 – 6 PM) 23rd : First Day of School
September	2nd : Labor Day – School Closed 12th : Open House (4 – 6 PM) 20th : Staff Development – No Students
October	10th : Parent University (4 – 6 PM) 14th – 16th : Wellness Break – School Closed 17th & 18th : Staff Development – No Students
November	18 – 22 : Giving Thanks Break –School Closed
December	9th : Parent University (4 – 6 PM) 23 – 31 : Winter Break – School Closed

2025

JANUARY

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY

M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH

M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

APRIL

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24	25	26	27	28	29

January	<p>1st – 2nd : Winter Break – School Closed</p> <p>3rd : Staff Development – No Students</p> <p>20th : MLK Day – School Closed</p> <p>27th: Staff Development – No Students</p> <p>30th: Parent University (4 – 6 PM)</p>
February	<p>14th : School Dance</p> <p>17th – 19th : Wellness Break – School Closed</p> <p>20th – 21st : Staff Development (Bad Weather Days)</p>
March	<p>6th : Parent University (4 – 6 PM)</p> <p>14th : Staff Development – No Students</p> <p>17th – 21st : Wellness Break – School Closed</p>
April	<p>10th : Staff Development (Bad Weather Day)</p> <p>11th : Staff Development</p> <p>15th : Parent University (4 – 6 PM)</p> <p>24th & 25th: Wellness Day – School Closed</p>
May	<p>12th: Staff Development – No Students</p> <p>26: Memorial Day – School Closed</p> <p>27 – 30: Wellness Break – School Closed</p>
June	<p>19th : Juneteenth Day – School Closed</p> <p>20th : Wellness Day – School Closed</p> <p>27th : Last Day of School</p>
July	<p>1 – 31: Summer Break – No Students</p>

Coversheet

Finance & Facilities Committee

Section: V. Board Committee Reports
Item: B. Finance & Facilities Committee
Purpose:
Submitted by:
Related Material: 2022 Leadership School 990 Draft.pdf

Form **8879-TE**

IRS e-file Signature Authorization for a Tax Exempt Entity

OMB No. 1545-0047

For calendar year 2022, or fiscal year beginning JUL 1, 2022, and ending JUN 30, 2023

2022

Department of the Treasury
Internal Revenue Service

Do not send to the IRS. Keep for your records.
Go to www.irs.gov/Form8879TE for the latest information.

Name of filer

THE LEADERSHIP SCHOOL

EIN or SSN

83-3692466

Name and title of officer or person subject to tax **KIMBERLY TOWNSEND EDD
EXECUTIVE DIRECTOR**

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>1,939,404.</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 2022 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 MARR AND COMPANY, P.C. to enter my PIN 92466
ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the tax year 2022 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 2022 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.

43041236387

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2022 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 MARR AND COMPANY, P.C. Date 03/25/24

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** (2022)

EXTENDED TO MAY 15, 2024

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

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.

2022

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning **JUL 1, 2022** and ending **JUN 30, 2023**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization THE LEADERSHIP SCHOOL Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 1785 PENNSYLVANIA AVE City or town, state or province, country, and ZIP or foreign postal code ST. LOUIS, MO 63133-1301 F Name and address of principal officer: KIMBERLY TOWNSEND, E.D.D SAME AS C ABOVE	D Employer identification number ** - ***2466 E Telephone number 314-409-2308 G Gross receipts \$ 1,939,404. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions H(c) Group exemption number
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: HTTPS://WWW.THELEADERSHIPSCHOOLSTL.ORG/		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		
L Year of formation: 2019		M State of legal domicile: MO

Part I Summary

	1 Briefly describe the organization's mission or most significant activities: THE LEADERSHIP SCHOOL EXISTS TO GROW OUR STUDENTS' LEADERSHIP CAPACITY THROUGH EARNEST ENGAGEMENT IN			
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
Activities & Governance	3 Number of voting members of the governing body (Part VI, line 1a)	3		7
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4		7
	5 Total number of individuals employed in calendar year 2022 (Part V, line 2a)	5		19
	6 Total number of volunteers (estimate if necessary)	6		7
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a		0.
	7b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b		0.
Revenue	8 Contributions and grants (Part VIII, line 1h)	8	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	9	185,757.	1,929,269.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	10	0.	10,135.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	11	0.	0.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	12	185,757.	1,939,404.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	13	0.	0.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	14	0.	0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	15	169,583.	784,542.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	16a	0.	0.
	b Total fundraising expenses (Part IX, column (D), line 25)	b	0.	0.
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-11g)	17	106,585.	1,156,514.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	18	276,168.	1,941,056.	
19 Revenue less expenses. Subtract line 18 from line 12	19	-90,411.	-1,652.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	20	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	21	46,366.	44,714.
	22 Net assets or fund balances. Subtract line 21 from line 20	22	0.	0.
			46,366.	44,714.

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 KIMBERLY TOWNSEND, E.D.D., EXECUTIVE DIRECTOR	Date	
Paid Preparer Use Only	Print/Type preparer's name JASON D. LOUK	Preparer's signature JASON D. LOUK	Date 03/25/24
	Firm's name MARR AND COMPANY, P.C.	Firm's EIN ** - ***0039	Check if self-employed <input type="checkbox"/> PTIN P00541486
	Firm's address 1401 EAST 104TH STREET, SUITE 100 KANSAS CITY, MO 64131	Phone no. (816) 363-8700	

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

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: THE LEADERSHIP SCHOOL EXISTS TO GROW OUR STUDENTS' LEADERSHIP CAPACITY THROUGH EARNEST ENGAGEMENT IN AN ACADEMICALLY RIGOROUS, CULTURALLY RELEVANT, AND RELATIONSHIP-ORIENTED ENVIRONMENT.

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

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

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 \$ 1,168,828. including grants of \$) (Revenue \$ 10,135.) OPERATE A CHARTER SCHOOL FOR 85 STUDENTS GRADES KINDERGARTEN THROUGH 2ND (THROUGH FISCAL YEAR 2023) WITHIN THE BOUNDARIES OF THE NORMANDY SCHOOLS COLLABORATIVE - ST. LOUIS COUNTY.

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 1,168,828.

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>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	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>		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>		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>		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>		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>		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>		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>		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>		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>		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>		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>		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>		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>		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>	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>	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>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	X	
14a Did the organization maintain an office, employees, or agents outside of the United States?		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>		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>		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>		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.</i> See instructions		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>		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>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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>		X

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>		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>		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>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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>		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>		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>		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>		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>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		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>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		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>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		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>		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>		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>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		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>		
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>		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>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	X	

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		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

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 19		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>		
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)?		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?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
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?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
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?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		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?		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? ...		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
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?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
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?		
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?		
	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?		X
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>		
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?		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?		X
	If "Yes," complete Form 4720, Schedule O.		
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?		
	If "Yes," complete Form 6069.		

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

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year 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.		
1b	Enter the number of voting members included on line 1a, above, who are independent		
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?		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?		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?		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?		X
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8a	The governing body?	X	
8b	Each committee with authority to act on behalf of the governing body?	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.		X

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

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		X
10b	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?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
11b	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	X	
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
13	Did the organization have a written whistleblower policy?		X
14	Did the organization have a written document retention and destruction policy?	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?		
15a	The organization's CEO, Executive Director, or top management official		X
15b	Other officers or key employees of the organization		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?		X
16b	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?		

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
KIMBERLY TOWNSEND, E.D.D. - 314-409-2308
1785 PENNSYLVANIA AVE, ST. LOUIS, MO 63133-1301

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check 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, box 6 of 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) KIMBERLY TOWNSEND, ED.D. EXECUTIVE DIRECTOR	40.00			X			99,495.	0.	1,328.	
(2) LENNEL HUNTER BOARD CHAIRMAN	1.00	X					0.	0.	0.	
(3) DEANNE HENDERSON BOARD TREASURER	1.00	X					0.	0.	0.	
(4) BROOKE BLACK BOARD MEMBER	1.00	X					0.	0.	0.	
(5) GERRAN MCHAM BOARD MEMBER	1.00	X					0.	0.	0.	
(6) CHARDAE RIDGON BOARD MEMBER	1.00	X					0.	0.	0.	
(7) AARON WILLIAMS BOARD MEMBER	1.00	X					0.	0.	0.	
(8) JANICE ROGERS JONES BOARD MEMBER	1.00	X					0.	0.	0.	

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							99,495.	0.	1,328.	
c Total from continuation sheets to Part VII, Section A							0.	0.	0.	
d Total (add lines 1b and 1c)							99,495.	0.	1,328.	

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
NONE		

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 0

Part VIII Statement of Revenue

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

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	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	1,052,234.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	877,035.				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			1,929,269.			
Program Service Revenue	2 a BEFORE AND AFTER CARE	Business Code					
		900099	10,135.	10,135.			
	b						
	c						
	d						
	e						
	f All other program service revenue						
g Total. Add lines 2a-2f			10,135.				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)						
	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			1,939,404.	10,135.	0.	0.	

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

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	116,250.	48,052.	68,198.	
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	546,335.	229,869.	316,466.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	34,961.	12,400.	22,561.	
9 Other employee benefits	41,386.	14,356.	27,030.	
10 Payroll taxes	45,610.	19,626.	25,984.	
11 Fees for services (nonemployees):				
a Management				
b Legal	991.		991.	
c Accounting	1,475.		1,475.	
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.)	120,990.	120,990.		
12 Advertising and promotion				
13 Office expenses	319,794.	274,785.	45,009.	
14 Information technology				
15 Royalties				
16 Occupancy	251,953.	163,240.	88,713.	
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	6,617.		6,617.	
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 TECHNICAL SERVICES	168,714.		168,714.	
b CONTRACTED TRANSPORTATI	146,557.	146,557.		
c BOOKS AND PERIODICALS	75,793.	75,793.		
d WAREHOUSE AND FOOD SERV	54,245.	54,245.		
e All other expenses _____	9,385.	8,915.	470.	
25 Total functional expenses. Add lines 1 through 24e	1,941,056.	1,168,828.	772,228.	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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

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	46,366.	1	44,714.
	2 Savings and temporary cash investments		2	
	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	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	b Less: accumulated depreciation	10b		10c
	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)		46,366.	16	44,714.
Liabilities	17 Accounts payable and accrued expenses		17	
	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		25	
	26 Total liabilities. Add lines 17 through 25		0.	26
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	46,366.	27	44,714.
	28 Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	46,366.	32	44,714.
	33 Total liabilities and net assets/fund balances	46,366.	33	44,714.

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	1,939,404.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,941,056.
3	Revenue less expenses. Subtract line 2 from line 1	3	-1,652.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	46,366.
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	44,714.

Part XII Financial Statements and Reporting

Check 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 checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other _____ 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 Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____		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 _____		

Form 990 (2022)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization THE LEADERSHIP SCHOOL	Employer identification number **-***2466
--	---

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
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.						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
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						
12 Gross receipts from related activities, etc. (see instructions)					12	
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 2022 (line 6, column (f), divided by line 11, column (f))	14	%
15 Public support percentage from 2021 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test - 2022. 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 type="checkbox"/>
b 33 1/3% support test - 2021. 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 - 2022. 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 - 2021. 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"/>

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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(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 2022 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2021 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2021 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2022. 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 - 2021. 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 on line 12 of 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>		

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?		
b A family member of a person described on line 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
11a		
11b		
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? <i>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.</i>		
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? <i>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.</i>		
1		
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)? <i>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).</i>		
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?		
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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
1		
2		
3		

Section E. Type III Functionally Integrated Supporting Organizations

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? <i>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.</i>			
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? <i>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.</i>			
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? <i>If "Yes" or "No" provide details in Part VI.</i>			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
2a			
2b			
3a			
3b			

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).		

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 - provide details in Part VI)	5
6	Other distributions (describe in Part VI). 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 (provide details in Part VI). See instructions.	8
9	Distributable amount for 2022 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-2022	(iii) Distributable Amount for 2022
1	Distributable amount for 2022 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2022 (reasonable cause required - explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2022		
a	From 2017		
b	From 2018		
c	From 2019		
d	From 2020		
e	From 2021		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2022 distributable amount		
i	Carryover from 2017 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2022 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2022 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2023. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2018		
b	Excess from 2019		
c	Excess from 2020		
d	Excess from 2021		
e	Excess from 2022		

Schedule A (Form 990) 2022

Part VI **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.)

Horizontal lines for supplemental information input.

DRAFT

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990 or Form 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2022

Name of the organization

THE LEADERSHIP SCHOOL

Employer identification number

**** - *** 2466**

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

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

Schedule B (Form 990) (2022)

Name of organization THE LEADERSHIP SCHOOL	Employer identification number ** - *** 2466
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Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	THE OPPORTUNITY TRUST 5501 DELMAR BLVD ST LOUIS, MO 63112	\$ 493,905.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	CHARTER SCHOOL GROWTH FUND 1901 W 120TH AVE STE 450 BROOMFIELD, CO 80021	\$ 300,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

THE LEADERSHIP SCHOOL

**** - *** 2466**

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____
_____	_____ _____ _____	\$ _____	_____

Name of organization

Employer identification number

THE LEADERSHIP SCHOOL

**** - *** 2466**

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

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

2022

Open to Public
Inspection

Name of the organization **THE LEADERSHIP SCHOOL** Employer identification number **** - *** 2466**

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 July 25, 2006, 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?

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)?

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.

Schedule D (Form 990) 2022

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:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? _____ | 3b | |
- 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				
d Equipment				
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 0.

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 ...

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	1,939,404.
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	1,939,404.
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	1,939,404.

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	1,941,056.
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	1,941,056.
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	1,941,056.

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 EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE AND COMPARABLE STATE LAW AS CHARITABLE ORGANIZATIONS WHEREBY ONLY UNRELATED BUSINESS INCOME, AS DEFINED BY SECTION 509(A)(2) OF THE CODE, IS SUBJECT TO FEDERAL INCOME TAX. THE SCHOOL CURRENTLY HAS NO UNRELATED BUSINESS INCOME. ACCORDINGLY, NO PROVISION FOR INCOME TAXES HAS BEEN RECORDED. THE SCHOOL HAS ADOPTED PROVISIONS OF FASB STANDARD ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES (ASC740-10-25). THE SCHOOL DOES NOT BELIEVE THERE ARE ANY MATERIAL UNCERTAIN TAX PROVISIONS AND, ACCORDINGLY, THEY WILL NOT RECOGNIZE ANY LIABILITY FOR UNRECORDED TAX BENEFITS. FOR THE YEAR ENDED JUNE 30, 2023, THERE WAS NO INTEREST OR PENALTIES RECORDED IN THE FINANCIAL STATEMENTS.

Part XIII Supplemental Information *(continued)*

DRAFT

SCHEDULE E
(Form 990)

Schools

OMB No. 1545-0047

Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.

2022

Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

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

Department of the Treasury
Internal Revenue Service

Name of the organization

THE LEADERSHIP SCHOOL

Employer identification number

****-***2466**

Part I

	YES	NO
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?	X	
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?	X	
3 Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its tax 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	X	
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? ..	X	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	X	
d Copies of all material used by the organization or on its behalf to solicit contributions?	X	
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?		X
b Admissions policies?		X
c Employment of faculty or administrative staff?		X
d Scholarships or other financial assistance?		X
e Educational policies?		X
f Use of facilities?		X
g Athletic programs?		X
h Other extracurricular activities?		X
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?	X	
b Has the organization's right to such aid ever been revoked or suspended?		X
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, as modified by Rev. Proc. 2019-22, 2019-22 I.R.B. 1260, covering racial nondiscrimination? If "No," explain on Part II	X	

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

Schedule E (Form 990) 2022

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. See instructions.

LINE 6 - EXPLANATION OF GOVERNMENT FINANCIAL AID:

THE ORGANIZATION RECEIVES ASSISTANCE FROM STATE AND FEDERAL AGENCIES

DRAFT

**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.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

THE LEADERSHIP SCHOOL

Employer identification number

** - *** 2466

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

AN ACADEMICALLY RIGOROUS, CULTURALLY RELEVANT, AND
RELATIONSHIP-ORIENTED ENVIRONMENT.

FORM 990, PART VI, SECTION B, LINE 11B:

THE BOARD REVIEWS THE 990 PRIOR TO FILING

FORM 990, PART VI, SECTION B, LINE 12C:

INTERESTED PERSONS ARE REQUIRED TO DISCLOSE THE EXISTENCE OF THE INTEREST -
WHENEVER ONE EXISTS - AND ALL MATERIAL FACTS TO THE GOVERNING BOARD. THE
CHAIRPERSON SHALL, IF APPROPRIATE, APPOINT A DISINTERESTED PERSON OR
COMMITTEE TO INVESTIGATE ALTERNATIVES TO THE POTENTIAL INTEREST. THE BOARD
RENDERS A DECISION BASED ON ALL INFORMATION. EACH DIRECTOR, PRINCIPAL
OFFICER AND MEMBER OF A COMMITTEE WITH GOVERNING BOARD DELEGATED POWERS
SHALL ANNUALLY SIGN A STATEMENT WHICH AFFIRMS SUCH PERSON: A) HAS RECEIVED
A COPY OF THE CONFLICTS OF INTEREST POLICY, B) HAS READ AND UNDERSTANDS THE
POLICY, C) HAS AGREED TO COMPLY WITH THE POLICY, AND D) UNDERSTANDS THE
ORGANIZATION IS CHARITABLE AND IN ORDER TO MAINTAIN ITS FEDERAL TAX
EXEMPTION, IT MUST ENGAGE PRIMARILY IN ACTIVITIES WHICH ACCOMPLISH ONE OR
MORE OF ITS TAX-EXEMPT PURPOSES.

FORM 990, PART VI, SECTION C, LINE 19:

COPIES OF THE 990 ARE LOCATED ON VARIOUS 990 PUBLISHING WEBSITES AS WELL AS
THE IRS WEBSITE.