



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## The Leadership School

### TLS May 28, 2024 Board Meeting

Published on May 23, 2024 at 9:32 AM CDT

Amended on May 24, 2024 at 3:49 PM CDT

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#### Date and Time

Tuesday May 28, 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
<b>I. Opening Items</b>			<b>6:00 PM</b>
<b>A.</b> Call the Meeting to Order		Lennel Hunter	1 m
<b>Mission:</b> The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.			
<b>B.</b> Record Attendance		Kimberly Townsend	2 m
<b>C.</b> Public Comment Section		Lennel Hunter	12 m
<b>II. EdOps Presentation</b>			<b>6:15 PM</b>
<b>A.</b> Draft FY25 Budget	Discuss	Courtney Moulder	15 m
<b>III. Action Items</b>			<b>6:30 PM</b>
<b>A.</b> Approve Board Meeting Minutes from April 30, 2024	Approve Minutes	Lennel Hunter	5 m
<b>B.</b> Approve April 2024 Monthly Financials	Vote	Lennel Hunter	10 m
<b>C.</b> Approve revision to Enrollment & Lottery Policy	Vote	Lakeisha Moody Seymour	10 m
Here is the updated policy. The additional language has been added as section 5.			
<b>IV. Board Business</b>			<b>6:55 PM</b>
<b>A.</b> Introduce potential members	Discuss	Lennel Hunter	10 m
<b>B.</b> Summer Board Meetings	Vote	Lennel Hunter	5 m
Determine whether to move meetings to virtual for the summer			
<b>C.</b> Organization Annual Registration Update	FYI	Kimberly Townsend	5 m
<b>D.</b> School leader and board succession plans	Discuss	Lennel Hunter	5 m
<b>V. Board Committee Reports</b>			<b>7:20 PM</b>

	Purpose	Presenter	Time
<b>A.</b> Governance Committee	FYI	Gerren McHam	5 m
<b>B.</b> Finance & Facilities Committee Review Draft FY25 Budget	FYI	Lennel Hunter	5 m
<b>C.</b> Development Committee	FYI	Aaron Williams	5 m
<b>D.</b> School Performance Committee	FYI	Rebecca Langrall	5 m
<b>VI. Executive Director Reports</b>			<b>7:40 PM</b>
<b>A.</b> Dr. Townsend - Progress towards 2023-24 Goals	Discuss	Kimberly Townsend	5 m
<b>B.</b> Ms. Moulder - 2024-25 Hiring Process & Updates	Discuss	Courtney Moulder	10 m
<b>C.</b> Mrs. Seymour - 2024-25 Student Recruitment & Enrollment	Discuss	Lakeisha Moody Seymour	10 m
<b>VII. Closed Session</b>			<b>8:05 PM</b>
<b>A.</b> Closed Session	Vote	Lennel Hunter	15 m
	<ul style="list-style-type: none"> <li>• To discuss 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.</li> </ul>		
<b>VIII. Closing Items</b>			<b>8:20 PM</b>
<b>A.</b> Next Steps	FYI	Lennel Hunter	3 m
<b>B.</b> Adjourn Meeting	Vote		

# Coversheet

## Draft FY25 Budget

**Section:** II. EdOps Presentation  
**Item:** A. Draft FY25 Budget  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** FY25 TLS DRAFT BUDGET\_05.24.pdf

**FY25 BUDGET DRAFT**



**Students**

	SY23-24	SY24-25	Comments
Students (End of Year Count)		205	Adding a grade level each year

**State Aid Assumptions**

	SY23-24	SY24-25	Comments
ADA PK-12	130	177	ADA based on 85% attendance
Summer School			ESSER III summer School, not included in State formula
FRL	21	35	CEP: DESE threshold reduced to 16.73%,
LEP	0	0	
IEP	0	0	
<b>WADA</b>	<b>151</b>	<b>211</b>	<b>WADA calc based on student ADA plus FRL, IEP, LEP Weights</b>

**Employees**

	(FY24 Budgeted)	
Instructional	11	21
Support	2	2
Admin	7	6
	<b>20</b>	<b>29</b>

	SY23-24	SY24-25	Comments	Comp 24 to 25	% of Budget
<b>Revenue</b>					
Local Revenue	112,294	228,374	DESE Prop C rate \$1513 * prior YR WADA	103%	5%
State Revenue	1,487,952	2,257,178	FY25 estimated 211 WADA; \$10,300 Per WADA	52%	49%
Federal Revenue	467,565	1,527,831	CSP \$888k, Summer ESSER III \$104k; Title Allocations	227%	33%
Private Grants and Donations	739,391	609,000	Private donations	-18%	13%
Earned Fees	22,257	2,500	Misc Rev	-89%	0%
<b>Revenue Total</b>	<b>2,829,460</b>	<b>4,624,883</b>		<b>63%</b>	
<b>Expenses</b>					
Salaries	1,043,852	1,831,890	New Staffing model: \$353k CSP	75%	44%
Benefits and Taxes	245,036	482,273		97%	12%
Staff-Related Costs	179,743	114,000	\$109k CSP funded	-37%	3%
Rent	232,441	229,938		-1%	6%
Occupancy Service	230,202	219,375	Includes \$50k facility planning	-5%	5%
Student Expense, Direct	265,620	606,796	\$366,755 CSP funded	128%	15%
Student Expense, Indirect	129,602	175,000	Food Expenses	35%	4%
Office & Business Expense	228,553	204,590	\$60k CSP funded; Billboard, Staff Tech, EdOps Support	-10%	5%
Transportation	165,535	241,000	\$75k per bus, 3 buses; field trips and Summer School	46%	6%
Interest	-	30,000	1% down and Interest only 18 mths		1%
<b>Expenses Total</b>	<b>2,720,583</b>	<b>4,134,862</b>		<b>52%</b>	
<b>NET ORDINARY INCOME</b>	<b>108,876</b>	<b>490,022</b>			
<b>TOTAL EXPENSES</b>	<b>2,720,583</b>	<b>4,134,862</b>			
<b>NET INCOME</b>	<b>108,876</b>	<b>490,022</b>			
<b>Cash Flow Adjustments</b>					
<b>Cash Flow Adjustments Total</b>	<b>0</b>	<b>-</b>			
CHANGE IN CASH	108,876	490,022			
Starting Cash Balance	43,043	151,920			
<b>Change in Cash</b>	<b>108,876</b>	<b>490,022</b>			
ENDING CASH BALANCE	<b>151,920</b>	<b>641,941</b>			
Fund Balance	<b>6%</b>	<b>16%</b>			

# Coversheet

## Approve Board Meeting Minutes from April 30, 2024

**Section:** III. Action Items  
**Item:** A. Approve Board Meeting Minutes from April 30, 2024  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for TLS April 30, 2024 Board Meeting on April 30, 2024

APPROVED



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## The Leadership School

# Minutes

## TLS April 30, 2024 Board Meeting

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### Date and Time

Tuesday April 30, 2024 at 6:00 PM

### Location

The Leadership School  
1785 Pennsylvania Ave  
Pagedale, MO 63133

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### Directors Present

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

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### **Directors Absent**

None

### **Ex Officio Members Present**

K. Townsend

### **Non Voting Members Present**

K. Townsend

### **Guests Present**

C. Moulder, L. Moody Seymour

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## **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 Apr 30, 2024 at 6:10 PM.

### **B. Record Attendance**

### **C. Public Comment Section**

No public comments.

## **II. Board OnTrack Presentation**

### **A. ED Evaluation Process Revisions**

Mike M. with Board OnTrack gave a presentation on the Importance of an Annual CEO Evaluation

- Shared importance of the partnership between the governing board and the CEO as most critical for success of the school
- Invited board members to additional trainings- available in Board OnTrack
- Went through the process for evaluating the CEO and talked through the steps that should have been done for 2022-23
- Discussed the next steps for finalizing the tool for 2023-24
  - There will be an adhoc committee that will work with Mike to finalize this year's survey.
  - Complete the entire process before June 25, 2024.

### **B. Completion of ED Eval from 2022-23 School Year**



Three board members from last year need to complete the survey. Reminder emails were sent out. Once that is completed, Lennel will schedule a meeting,

### III. Action Items

#### A. Approve Board Meeting Minutes from March 26, 2024

G. McHam made a motion to approve the minutes from TLS March 26, 2024 Board Meeting on 03-26-24.

D. Henderson seconded the motion.

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

#### B. Approve FY23 990

G. McHam made a motion to approve the 990 for the FY2023.

D. Henderson seconded the motion.

No comments or concerns

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

#### Roll Call

G. McHam Aye

L. Hunter Aye

D. Henderson Aye

A. Williams Aye

R. Langrall Aye

#### C. Approve March 2024 Monthly Financials

G. McHam made a motion to approve the March 2024 financial documents.

R. Langrall seconded the motion.

The treasurer discussed continued monitoring of cash flow and overall fund balance.

Expected 5% at the end of June.

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

### IV. Board Business

#### A. Approve new board members

G. McHam made a motion to amend the agenda to remove this item.

D. Henderson seconded the motion.

Chair shared that the board needed to make contact with additional candidates.

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

#### B. Approve Updated TLS Board Policy Manual

R. Langrall made a motion to approve the updated TLS Board Policy Manual, as of April 30, 2024.

D. Henderson seconded the motion.

G. McHam shared the major edits that were due to changes in MO statutes from the past year.

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

**Roll Call**

L. Hunter Aye

A. Williams Aye

R. Langrall Aye

D. Henderson Aye

G. McHam Aye

**C. Approve 2024-25 School Year Calendar**

G. McHam made a motion to approve the 2024-25 School Year Calendar.

R. Langrall seconded the motion.

C. Moulder discussed the changes in the calendar from the last draft. Alignment was made with the Normandy district.

Board members request a legend be added to the calendar.

Treasurer asked about instructional hours and how it impacts budget.

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

**D. Organization Annual Registration Update**

Dr. Townsend provided an update on the process for the MO Incorporation reinstatement.

- Unemployment reports have been filed.
- Legal counsel can take the next steps.

**E. School leader and board succession plans**

Chair discussed the best approach to put school leader and board succession plans in place. He explained the importance of the plans. Chair will share details to revisit the plans a proposal from a company that can support the board or the board can take a DIY approach using available resources.

This will be revisited next month.

**V. Board Committee Reports**

**A. Governance Committee**

Chair reminded board members to complete MEC filing - due tomorrow, May 1st.

Chair mentioned that he wants to put a committee together to keep working on the general updating for policies.

**B. Finance & Facilities Committee**

The school received the CSP Grant (\$1,998,000 over 3 years) - 30% of staff salaries, new furniture and equipment for grade levels, student recruitment marketing, etc, will be approved for reimbursement.

Facilities planning is moving forward to ensure that we are ready for 4th graders next year with the portable classroom. The school needs to start planning for the following year with 5th graders. C. Moulder discussed a desire to explore a different building, which would need to be discussed further.

**C. Development Committee**

Chair asked the board to support the upcoming Trivia Night on Friday, May 3rd. Approximately \$5000 has been raised already.

**D. School Performance Committee**

No report.

**VI. Executive Director Reports**

**A. Dr. Townsend - Progress towards 2023-24 Goals**

Dr. Townsend shared an update on MAP testing for 3rd graders. 95% of students have completed the test. Two students will complete makeups before the end of next week.

NWEA and iReady testing will begin this week.

**B. Ms. Moulder - 2024-25 Hiring Process & Updates**

Ms. Moulder shared an update for staffing for 2024-25. The school is at 83% staffed.

**C. Mrs. Seymour - 2024-25 Student Recruitment & Enrollment**

Mrs. Seymour shared an update on enrollment and how the change of activities has improved the overall application numbers.

Board asked for updates to be sent to them on a regular basis between board meetings so that they did not have to wait for the EOY.

**VII. 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** unanimously to approve the motion.

**Roll Call**

D. Henderson Aye

A. Williams Aye

R. Langrall Aye

L. Hunter Aye

G. McHam Aye

G. McHam made a motion to exit the close session.

D. Henderson seconded the motion.

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

**VIII. Closing Items**

**A. Next Steps**

**B. Adjourn Meeting**

G. McHam made a motion to adjourn the meeting.

D. Henderson 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 8:00 PM.

Respectfully Submitted,

K. Townsend

# Coversheet

## Approve April 2024 Monthly Financials

**Section:** III. Action Items  
**Item:** B. Approve April 2024 Monthly Financials  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** TLS - Monthly Presentation - April 2024 (1).pdf  
202404CheckRegisterbyType (2).pdf  
TLS - Supplemental Report - April 2024(1).xlsx



# April 2024 Financials

PREPARED **MAY'24** BY



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

# Executive Summary

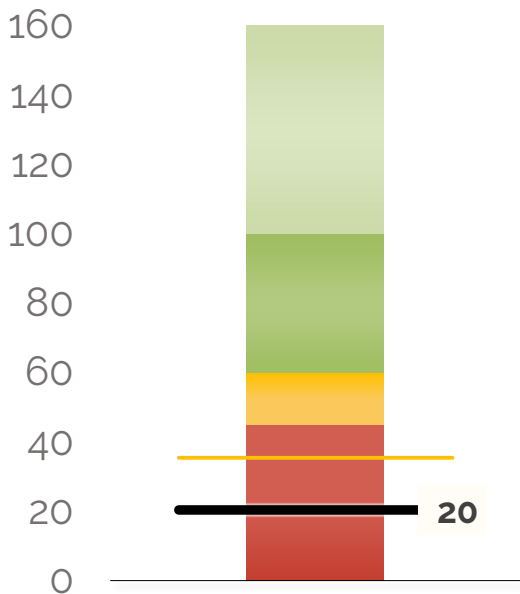
- We continue to closely monitor the financial forecast as the fund balance is a vital component of school success.
- The current forecast for year end net income is \$109k, \$94k less than the budgeted net income of \$203k.
- The projected cash balance at year end is \$152k, providing a 6% Fund Balance.
- Since last month, the Net Income improved by \$14k as outlined on the Key forecast changes.



# Key Performance Indicators

## Days of Cash

Cash balance at year-end divided by average daily expenses

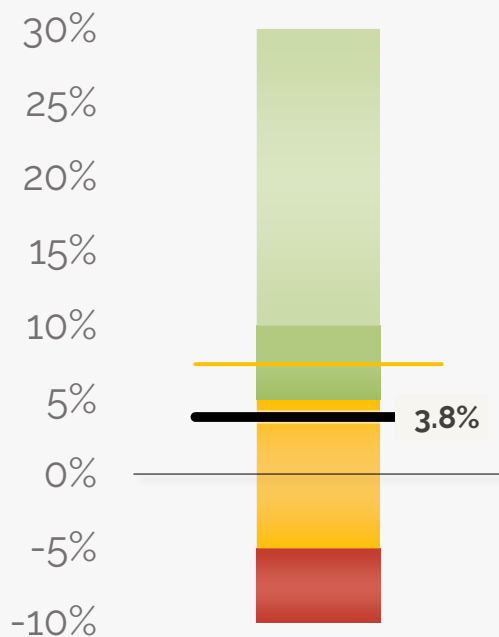


### 20 DAYS OF CASH AT YEAR'S END

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

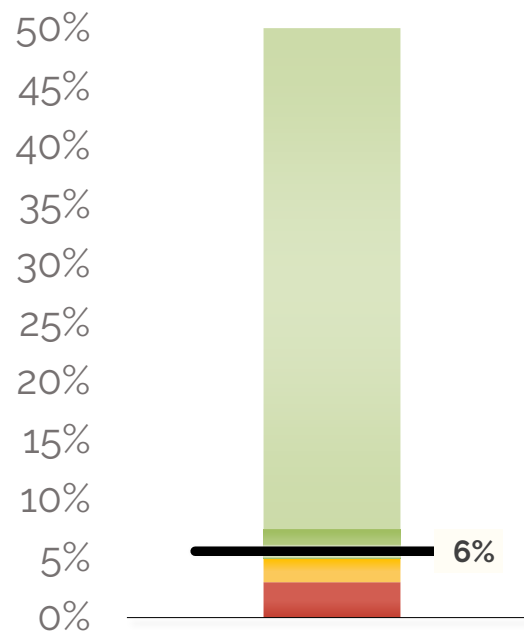


### 3.8% GROSS MARGIN

The forecasted net income is \$109k, which is \$94k below the budget. It yields a 3.8% gross margin.

## Fund Balance %

Forecasted Ending Fund Balance / Total Expenses

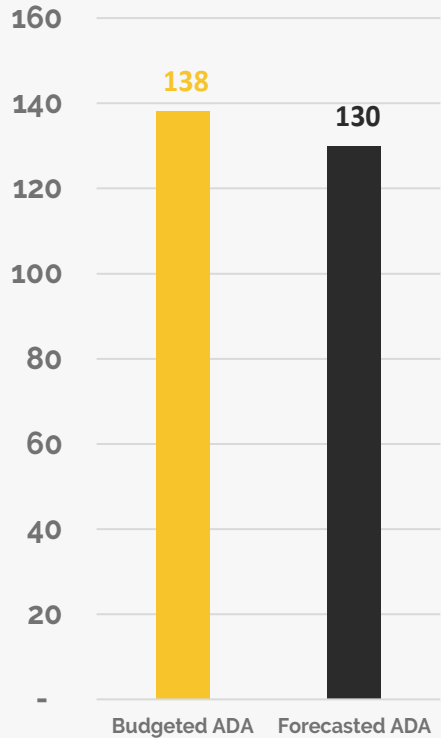


### 5.65% AT YEAR'S END

The school is projected to end the year with a fund balance of \$153,590. Last year's fund balance was \$44,714.

# State and Local Revenue

## Student Expectations

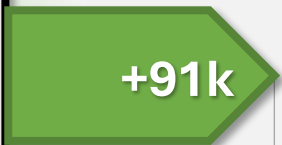
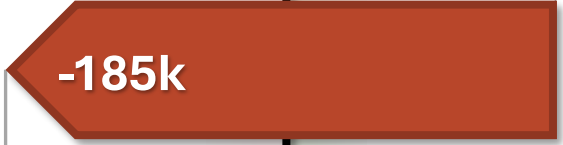
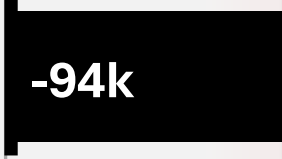


The school now forecasts 130 ADA for SY23-24. The budget target was 138.

## \$60K Less Per-Pupil Funding Than Expected

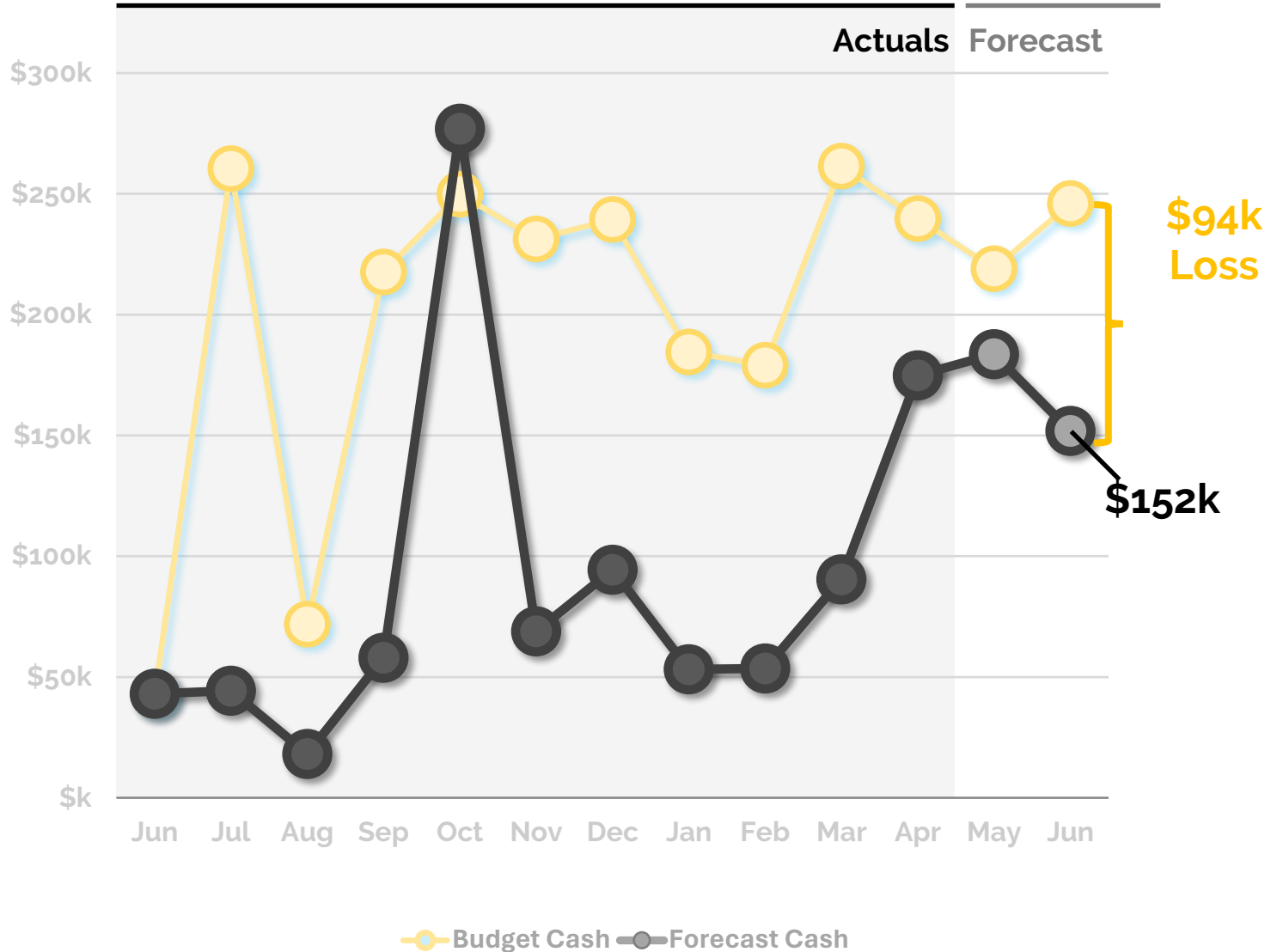
	Current Forecast	SY23-24 Budget	Difference	Financial Gain / (Loss)
<b>Enrollment</b>	<b>153</b>	<b>144</b>	<b>9</b>	
<b>Attendance</b>	<b>88.0%</b>	<b>92.0%</b>	<b>-4.0%</b>	
<b>Total ADA</b>	<b>130</b>	<b>138</b>	<b>-8</b>	
Regular Term PK	0	0	0	
Regular Term K-12	130	134	-4	-46k
Remedial	0	0	0	
Summer	0	4	-4	-40k
FRL Count	124	114	10	
<b>FRL Weight</b>	<b>21</b>	<b>18</b>	<b>3</b>	26k
IEP Count	0	0	0	
<b>IEP Weight</b>	<b>0</b>	<b>0</b>	<b>0</b>	
LEP Count	0	0	0	
<b>LEP Weight</b>	<b>0</b>	<b>0</b>	<b>0</b>	
WADA	151	156	-5	
Per WADA Payment	9671	9735	-64	
<b>State Aid</b>	<b>\$1.4M</b>	<b>\$1.5M</b>	<b>-\$59,800.5</b>	<b>-60k</b>

# Forecast Overview

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$2.8m	\$2.7m	<b>\$91k</b>		Revenue is up overall. State is \$84k less. Private funding is up \$112k due to TOT funding. Federal Title allocations up \$30k with an additional boost from CSP.
Expenses	\$2.7m	\$2.5m	<b>-\$185k</b>		Expenses have trended over in each category. Salary/Benefits savings \$141k
<b>Net Income</b>	<b>\$109k</b>	<b>\$203k</b>	<b>-\$94k</b>		

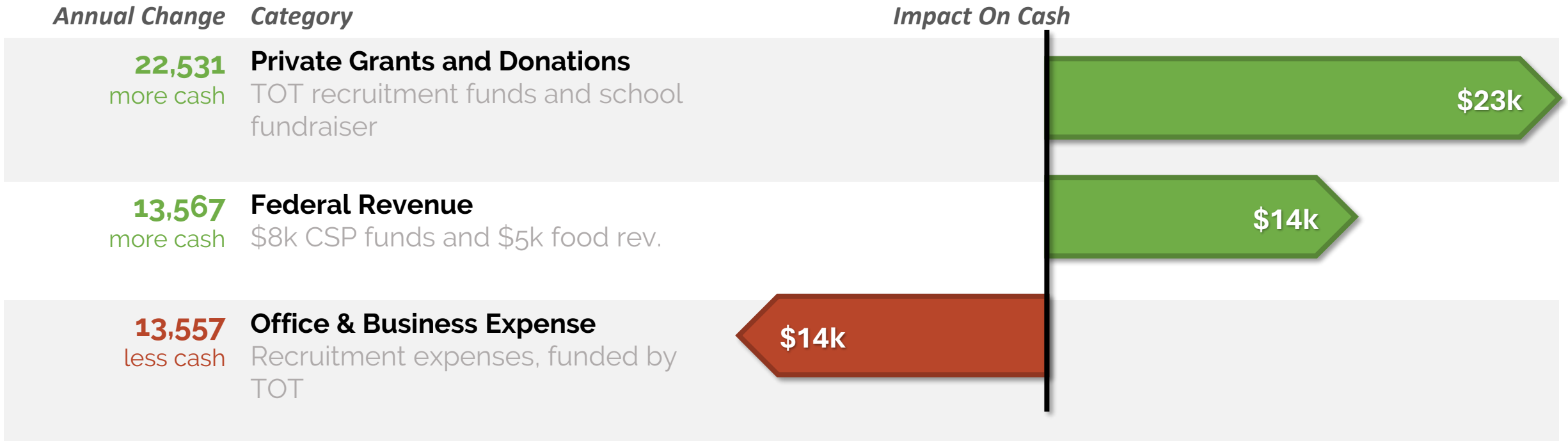
## 20 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$152k**, **\$94k** below budget.



# Key Forecast Changes This Month

The April forecast **increased** the year-end cash expectation by **\$14k**. *Key changes:*





# QUESTIONS?

Please contact your EdOps Finance Team:

Anne Nichols

[anichols@ed-ops.com](mailto: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>
<b>Revenue</b>							
Local Revenue	97,405	89,127	8,278	112,294	107,382	4,912	14,889
State Revenue	1,236,932	1,275,409	(38,477)	1,487,952	1,572,424	(84,472)	251,020
Federal Revenue	284,850	316,423	(31,573)	467,565	424,421	43,144	182,715
Private Grants and Donations	734,241	627,500	106,741	739,391	627,500	111,891	5,150
Earned Fees	22,257	5,500	16,757	22,257	6,700	15,557	-
<b>Total Revenue</b>	<b>2,375,686</b>	<b>2,313,959</b>	<b>61,727</b>	<b>2,829,460</b>	<b>2,738,426</b>	<b>91,033</b> ①	<b>453,773</b>
<b>Expenses</b>							
Salaries	863,244	944,330	81,086	1,043,745	1,133,196	89,451	180,501
Benefits and Taxes	195,411	247,385	51,974	245,143	296,862	51,719	49,732
Staff-Related Costs	148,443	17,667	(130,776)	179,743	20,000	(159,743)	31,300
Rent	193,704	151,080	(42,624)	232,441	181,296	(51,145)	38,737
Occupancy Service	180,500	136,057	(44,444)	213,377	163,268	(50,108)	32,876
Student Expense, Direct	253,814	238,867	(14,948)	265,620	286,940	21,320	11,805
Student Expense, Food	88,976	83,333	(5,642)	129,602	100,000	(29,602)	40,626
Office & Business Expense	186,232	168,082	(18,149)	228,553	197,313	(31,240)	42,321
Transportation	117,754	130,500	12,746	165,535	156,600	(8,935)	47,782
Total Ordinary Expenses	2,228,078	2,117,301	(110,777)	2,703,758	2,535,475	(168,283)	475,680
Facility Improvements	9,750	0	(9,750)	16,825	0	(16,825)	7,075
Total Extraordinary Expenses	9,750	0	(9,750)	16,825	0	(16,825)	7,075
<b>Total Expenses</b>	<b>2,237,828</b>	<b>2,117,301</b>	<b>(120,527)</b>	<b>2,720,583</b>	<b>2,535,475</b>	<b>(185,108)</b> ②	<b>482,755</b>
<b>Net Income</b>	<b>137,858</b>	<b>196,658</b>	<b>(58,800)</b>	<b>108,876</b>	<b>202,951</b>	<b>(94,074)</b> ③	<b>(28,982)</b>
<b>Cash Flow Adjustments</b>	<b>(6,003)</b>	<b>-</b>	<b>(6,003)</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>6,003</b>
<b>Change in Cash</b>	<b>131,855</b>	<b>196,658</b>	<b>(64,803)</b>	Powered by BoardOnTrack <b>2,951</b>	<b>(94,074)</b>		<b>(22,978)</b>

① REVENUE: \$91K AHEAD

② EXPENSES: \$185K BEHIND


③ NET INCOME: \$94K behind

Income Statement	Actual										Forecast		TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>Revenue</b>													
Local Revenue	0	13,964	17,640	9,615	11,102	7,885	8,490	12,846	7,584	8,280	7,444	7,444	112,294
State Revenue	86,963	6,235	108,113	254,049	87,486	113,306	113,845	116,263	113,748	236,923	125,510	125,510	1,487,952
Federal Revenue	10,450	1,556	0	105,670	33,970	34,425	22,354	16,658	41,086	18,682	113,361	69,354	467,565
Private Grants and Donations	51,784	178,821	128,723	1,000	286	110,671	4,500	505	177,242	80,709	5,150	0	739,391
Earned Fees	672	11	1,125	404	790	88	2,350	5,164	85	11,568	0	0	22,257
<b>Total Revenue</b>	<b>149,869</b>	<b>200,587</b>	<b>255,601</b>	<b>370,738</b>	<b>133,635</b>	<b>266,374</b>	<b>151,539</b>	<b>151,435</b>	<b>339,745</b>	<b>356,162</b>	<b>251,465</b>	<b>202,308</b>	<b>2,829,460</b>
<b>Expenses</b>													
Salaries	57,221	107,211	85,724	74,896	84,186	88,995	86,934	82,624	90,041	105,414	82,886	97,615	1,043,745
Benefits and Taxes	12,512	25,551	21,967	17,554	18,717	19,984	18,664	18,000	19,828	22,634	29,116	20,616	245,143
Staff-Related Costs	980	0	18,150	27,875	16,457	1,786	27,642	977	54,374	200	20,775	10,525	179,743
Rent	19,370	19,370	19,370	0	19,370	19,370	38,741	19,370	19,370	19,370	19,368	19,368	232,441
Occupancy Service	30,853	24,234	17,710	12,653	26,876	14,584	6,447	22,666	15,354	9,125	17,688	15,188	213,377
Student Expense, Direct	3,639	44,452	28,204	10,499	78,989	14,358	11,954	-2,973	943	63,749	5,903	5,903	265,620
Student Expense, Food	0	0	7,262	13,680	24,138	6,842	6,703	17,263	13,087	0	21,696	18,930	129,602
Office & Business Expense	19,912	13,825	20,118	1,855	43,081	18,871	3,878	2,044	38,311	24,337	17,345	24,977	228,553
Transportation	8,935	0	0	0	10,321	37,811	0	0	43,030	17,657	23,891	23,891	165,535
Total Ordinary Expenses	153,422	234,643	218,505	159,012	322,135	222,601	200,963	159,971	294,338	262,487	238,668	237,012	2,703,758
Operating Income	-3,553	-34,057	37,096	211,726	-188,500	43,773	-49,423	-8,536	45,407	93,675	12,798	-34,704	125,701
<b>Extraordinary Expenses</b>													
Facility Improvements	0	0	0	0	0	0	0	0	0	9,750	7,075	0	16,825
Total Extraordinary Expenses	0	0	0	0	0	0	0	0	0	9,750	7,075	0	16,825
<b>Total Expenses</b>	<b>153,422</b>	<b>234,643</b>	<b>218,505</b>	<b>159,012</b>	<b>322,135</b>	<b>222,601</b>	<b>200,963</b>	<b>159,971</b>	<b>294,338</b>	<b>272,237</b>	<b>245,743</b>	<b>237,012</b>	<b>2,720,583</b>
<b>Net Income</b>	<b>-3,553</b>	<b>-34,057</b>	<b>37,096</b>	<b>211,726</b>	<b>-188,500</b>	<b>43,773</b>	<b>-49,423</b>	<b>-8,536</b>	<b>45,407</b>	<b>83,925</b>	<b>5,723</b>	<b>-34,704</b>	<b>108,876</b>
Cash Flow Adjustments	4,868	7,878	2,750	7,195	-19,577	-18,283	8,297	8,812	-8,494	551	3,002	3,002	0
<b>Change in Cash</b>	<b>1,314</b>	<b>-26,179</b>	<b>39,846</b>	<b>218,921</b>	<b>-208,077</b>	<b>25,491</b>	<b>-41,126</b>	<b>276</b>	<b>36,913</b>	<b>84,476</b>	<b>8,724</b>	<b>-31,703</b>	<b>108,876</b>
Ending Cash	44,358	18,179	58,025	276,946	68,869	14,360	53,233	53,509	90,422	174,898	183,622	151,920	



	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
<b>Assets</b>			
Current Assets			
Cash	43,043	174,898	151,920
Total Current Assets	43,043	174,898	151,920
<b>Total Assets</b>	<b>43,043</b>	<b>174,898</b>	<b>151,920</b>
<b>Liabilities and Equity</b>			
<b>Liabilities</b>			
Current Liabilities			
Other Current Liabilities	-1,671	-7,674	-1,671
Total Current Liabilities	-1,671	-7,674	-1,671
Total Long-Term Liabilities	0	0	
<b>Total Liabilities</b>	<b>-1,671</b>	<b>-7,674</b>	<b>-1,671</b>
<b>Equity</b>			
Unrestricted Net Assets	44,714	44,714	44,714
Net Income	0	137,858	108,876
<b>Total Equity</b>	<b>44,714</b>	<b>182,572</b>	<b>153,590</b>
<b>Total Liabilities and Equity</b>	<b>43,043</b>	<b>174,898</b>	<b>151,920</b>

# Forecast History of June 30, 2024 Cash Balance

Source	Days of Cash at 6/30/24	Change	Description of change
Budget	<b>35</b>		From SY23-24Budget
Jul	<b>56</b>	21	No FRT
Aug	<b>34</b>	-22	No July Forecast
Sep	<b>28</b>	-5	ADA decreased by 3
Oct	<b>26</b>	-3	Decrease Per WADA payment. Increased exp with Ops staffing
Nov	<b>22</b>	-4	Lowered state funding due to Prior YR adjustment
Dec	<b>23</b>	1	Reduced salary forecast and donations of forecast
Jan	<b>26</b>	3	Removed staff positions
Feb	<b>20</b>	-7	Forecast increased due to Food Weight, Instuc vendors. Decrease Food claims, ...
Mar	<b>18</b>	-1	Increase Food expenses, Title funds updated, Transportation misc rev added.
 <b>Apr</b>	<b>20</b>	<b>2</b>	<b>TOT and CSP funding</b>
May			
Jun			

The Leadership School  
05/09/2024 1:00 PM

**Check Register by Type**

Page: 1  
User ID: SAS

<b>Payee Type: Vendor</b>		<b>Check Type: Automatic Payment</b>					<b>Checking Account ID: 1</b>	
<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>	
52024149	04/10/2024	X			BAMBOOHR	Bamboo HR	243.00	
52024151	04/05/2024	X			GSUITE	Google Suite	208.33	
52024152	04/16/2024	X			NEXTIVA	Nextiva	586.93	
52024153	04/02/2024	X			SCCHARTER	SC Charter - Rent	19,370.42	
52024154	04/17/2024	X			WELLSFARGO	Wells Fargo Vendor	1,913.35	
52024155	04/10/2024	X			REPUBLIC	Republic Services	935.31	
52024156	04/23/2024	X			LEVEL3	Level 3 Communications, LLC	1,706.58	
52024157	04/30/2024	X			MIDWESTBNK	Midwest Bank Credit Card	0.00	
52024165	04/24/2024	X			MIDWESTBNK	Midwest Bank Credit Card	3,631.22	
Checking Account ID: 1					Void Total:	0.00	Total without Voids:	28,595.14
Check Type Total:		Automatic Payment			Void Total:	0.00	Total without Voids:	28,595.14

<b>Payee Type: Vendor</b>		<b>Check Type: Check</b>					<b>Checking Account ID: 1</b>	
<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>	
5001	04/26/2024	X			RIDGDEM	Demaris Ridgell	500.00	
82835379	04/15/2024	X			FIRSTSTUDE	First Student Bus	17,656.92	
82835560	04/15/2024	X			APEIRA	Apeira Revenue Solutions	4,250.00	
83007617	04/29/2024	X			HKWARCHITE	hkw architects	9,750.00	
83007618	04/29/2024	X			DANIELHEN	The Daniel and Henry Company	3,556.00	
83007619	04/29/2024	X			STLOUISAME	St Louis American Newspaper	1,748.75	
83007729	04/29/2024	X			OFFICEESE	Office Essentials	229.05	
83007730	04/29/2024	X			SPORTSPRIN	Sportsprint	285.00	
83007731	04/29/2024	X			COCA	Center of Creative Arts	63,305.00	
83007732	04/29/2024	X			SHANDS	Shands, Elbert, Gianoulakis, Giljum Law Firm	1,028.75	
83007733	04/29/2024	X			ROTTLER	Rottler Pest Solutions	206.00	
83007734	04/29/2024	X			MIDWESTEL	Midwest Electric Systems	1,243.00	
83007814	04/29/2024	X			CINTAS	Cintas Corp	89.59	
83007815	04/29/2024	X			CINTAS	Cintas Corp	89.59	
83007816	04/29/2024	X			CINTAS	Cintas Corp	367.39	
83008069	04/29/2024	X			PAYPOOL	Paypool LLC	160.47	
83008070	04/29/2024	X			EDOPS	EdOps	11,591.66	
83008071	04/29/2024	X			CSD	CSD Insurance Trust	17,380.97	
Checking Account ID: 1					Void Total:	0.00	Total without Voids:	133,438.14
Check Type Total:		Check			Void Total:	0.00	Total without Voids:	133,438.14
Payee Type Total:		Vendor			Void Total:	0.00	Total without Voids:	162,033.28
Grand Total:					Void Total:	0.00	Total without Voids:	162,033.28

## 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 - April 2024(1).xlsx

# Coversheet

## Approve revision to Enrollment & Lottery Policy

**Section:** III. Action Items  
**Item:** C. Approve revision to Enrollment & Lottery Policy  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** TLS Admissions and Enrollment Policy (1).pdf



## Admissions and Enrollment Policy

The Leadership School is a free, open enrollment public school for students residing in the 24:1 footprint, within the Normandy Schools Collaborative district boundaries, in which it will operate. This policy covers admission procedures, student enrollment, lottery, waitlist, registration process, including age requirements.

### I. Admissions

The Leadership School will be nonsectarian in its programs, admissions policies, and all other operations, and will not discriminate, for admission or otherwise, on the basis of race, ethnicity, religion, national origin, sexual orientation, disability, gender, income level, or proficiency in the English language in accordance with [RSMo. 160.410.3](#). The Leadership School will not administer any qualifying enrollment tests or have specific requirements for admission (e.g. minimum grade point average, test scores, discipline records, etc).

### II. Application and Lottery

The Leadership School will publicly advertise open enrollment for applicants to apply to enroll for the following school year. If, at the end of the initial application period, the number of students exceeds the school capacity, or the capacity of a grade level, then enrollment will be determined on the basis of a lottery to be conducted within seven calendar days of the close of the initial application period. During the lottery, the following preferences shall apply, not to exceed 10%,

1. Siblings of students already enrolled
2. Children of The Leadership School staff members

### III. Waitlist

At the conclusion of the lottery drawing, The Leadership School will notify families of all applicants to inform them of their status. All



students who were not granted admission due to capacity will be given the option to have their name placed on a wait list in the order according to their lottery draw. The Leadership School will enroll students from the waitlist if there is an opening during the school year. Once on the waitlist the student will remain until offered a spot or the family submits in writing to the school that they are no longer interested. The waitlist will be active for six months into the school year. Families must accept an open position within two weeks of being notified of an opening. If the family can not be contacted the student will be moved to the bottom of the waitlist. If the family declines the student will be removed from the waitlist.

#### **IV. Enrollment**

Once offered enrollment, applicants of The Leadership School are expected to provide documentation that correctly identifies their child's age and grade level in both the current and upcoming school year. Once documentation has been verified students will be enrolled in the next consecutive grade level that follows their current grade level. Kindergarten students will be admitted only in accordance with the statutory age requirements described in section V below. Any unilateral retention or promotion decisions will not be made during the admissions process but can be revisited after the first week of school. Consideration for a student that has been expelled from a previous school will be addressed on a case by case basis.

#### **V. Additional Student Enrollment**

The Leadership School will offer all employees at The Leadership School the opportunity to enroll their children as students when eligible under [RSMo. 160.140.2.2](#) which outlines these statutorily approved enrollment preferences. The Leadership School acknowledges and understands that if the student resides outside of the Normandy Collaborative School District, The Leadership School will be exempt from any and all state funding allocations.



## **VI. Age Requirements**

According to Missouri law, to be eligible to attend Kindergarten at The Leadership School a student must have turned age 5 by August 31 of that same school year. Compulsory age in Missouri is age 7.

## **VII. Registration Process**

Once a student has been accepted the family must submit a full enrollment packet including, but not limited to, the following documents:

- Current Immunization and Shot Records
- Completion of Emergency Medical Information Form
- Family Contact information
- Birth Certificate

## **VIII. Notification of Special Needs Students**

In accordance with [RSMo. 160.415](#), The Leadership School will request information about special education services on the enrollment form. Within two business days of enrollment, The Leadership School will request academic, special needs, and discipline records from all schools the student has attended in the last twelve months. To determine the number of at-risk students in each enrolling class, The Leadership School will download direct certification forms and distribute applications for free-or-reduced-priced lunch. The Leadership School will report all required data, including, but not limited to the average daily attendance data, free and reduced price lunch count, special education pupil count, and limited English proficiency pupil count to the state department of elementary and secondary education.



# Coversheet

## School leader and board succession plans

**Section:** IV. Board Business  
**Item:** D. School leader and board succession plans  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Board Proposal\_The Leadership School.pdf  
Executive Leader Proposal\_The Leadership School.pdf

## The Leadership School: Board Succession & Sustainability Planning Center for Sustainable Leadership Scope of Work

### Overview

The Center for Sustainable Leadership (CSL) proposes to facilitate Board of Directors Succession & Sustainability Planning for The Leadership School. The objective of this planning process is to lay the groundwork for a skilled, diverse, and respected board of directors positioned over the long-run to steer The Leadership School toward its mission. Expert facilitators from CSL will conduct this process and will produce a complete plan along with corresponding action plans and supporting resources at the conclusion of the sessions.

### Sample Timeline of Planning Process

Below is a sample timeline illustrating the planning process.

	Week 1	Week 2	Week 3	Week 4	Week 5
Session 0: Introduce Process*					
Session 1: Vision for the Board					
Session 2: Board Audit & Position Profiles					
Session 3: Board Policy Review					
CSL shares Completed Plan					

\*This is a needs assessment conversation with the CEO and Board Chair.

Summary of Succession & Sustainability Planning Steps		
<p>Prior to beginning group planning work, CSL will conduct a needs assessment conversation to more completely understand what board planning The Leadership School has already completed. Based upon this conversation, CSL will further tailor the planning process outlined below.</p>		
Session One	Vision for the Board	<p>CSL will spend the first session gaining an understanding of The Leadership School’s strategy, foreseeable opportunities and risks, and the strategic objectives for the network over the coming years. Based upon this understanding, CSL will facilitate a planning conversation to establish an optimal board composition of skill sets, mindsets, and experiences for the coming years.</p>
Session Two	Board Leadership Pipeline Audit	<p>Together, the planning group reviews the current composition of the board alongside the vision of an optimal board composition. Based upon any discrepancies, the planning group develops a plan for board member recruitment, including identifying successors for</p>



		<p>each board officer position.</p> <p>The planning group will then develop or refine existing profiles for each of the board positions that make up an ideal board composition. This will be intended both to support near-term board recruitment as well as long-term board succession planning discussions.</p>
Session Three	Board Policy Review	<p>During this session, CSL will review and/or develop proposed language for a series of policies impacting succession issues and the sustainability of leadership on The Leadership School’s Board of Directors. This includes issues such as board member term lengths, transition processes for officer positions, and/or onboarding procedures for new members.</p>
Final	Review and Refine	<p>CSL will hold a final session so the planning group has the opportunity to revisit the plan as a whole before closing out the process for the year. Further, CSL uses this final session to determine when the planning group will come back together to conduct the next round of annual Board Member Succession and Sustainability Planning.</p>

**Staffing**

Amanda Aiken and Freddi Wicker will lead this work with the support of Leah Recasner, Director of Facilitation for CSL. You can find more on the Center for Sustainable Leadership at our website: [www.centerforsustainableleadership.com](http://www.centerforsustainableleadership.com)

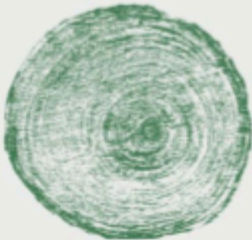
**Cost**

This process will cost a flat fee of 6,000 due at the start of the engagement.



# **Center for Sustainable Leadership**

## **Succession & Sustainability Planning Process**



CENTER FOR  
SUSTAINABLE  
LEADERSHIP

WHERE WE ARE:

# The Sustainability of the Role

## Overview

The Center for Sustainable Leadership (CSL) proposes to conduct an executive leadership succession and sustainability planning series with The Leadership School. The objective of this planning process will be to establish leadership longevity strategies as well as plans for all leadership transition scenarios. Expert facilitators from CSL will conduct this planning process and will produce a complete plan and corresponding resources at the conclusion of the planning sessions.

## Executive Leadership Planning Process

Below is a sample timeline illustrating the Executive Leadership Planning Process. CSL will tailor this process to be responsive to the work already completed by the executive leader and board of directors.

	W1	W2	W3	W4	W5	W6
Phase 0: Introduce & Determine Interest in Process						
Phase 1: Emergency Transition Planning						
Phase 2: Critical Board Practices Audit						
Phase 3: Internal Pipeline Development						
Phase 4: Planned Transition & Any Refinement Needed						
CSL Shares completed Plan						

WHERE WE ARE:

# The Sustainability of the Role

## Summary of Succession & Sustainability Planning Steps

CSL facilitators will meet 1:1 with individual members of planning groups as needed to explore specific topics in more depth as they become apparent in group sessions.

Phase Zero	Introduce & Determine Interest in Process	CSL will meet with executive leaders and boards interested in learning more about succession and sustainability planning. CSL will utilize this meeting to comprehensively introduce the planning process and gauge interest/buy-in among the potential planning group prior to moving ahead with Phase One.
Phase One	General Norming & Emergency Transition Planning	<p>CSL will begin this planning process by first establishing a leadership transition plan for the board to execute in the event of (1) an unplanned temporary or permanent leadership departure or (2) a planned temporary absence (i.e. parental leave). Finally, the board will explore the option of adopting a leadership sabbatical policy as well as high level planning procedures the organization will follow if the board chooses to adopt such a policy.</p> <p>As part of this first phase, CSL will additionally formalize the process that the board and executive leader will follow on an annual basis to revisit these plans to ensure that plans and conversation remain current on these topics. This includes naming the planning group, timeline, and objectives of the planning group.</p>
Phase Two	Critical Board Practices Audit	<p>In the second phase, CSL will take stock of board practices that improve a board's ability to deliver on their responsibility to support strong, sustainable executive leadership. These include:</p> <ul style="list-style-type: none"> <li>• Diversity, Equity, and Inclusion Training/Reflecting</li> </ul>

WHERE WE ARE:

# The Sustainability of the Role

		<p>Upon Personal Biases,</p> <ul style="list-style-type: none"> <li>• Understanding the Organization’s Strategic Priorities, Strengths, and Weaknesses, and</li> <li>• Conducting CEO Evaluations.</li> </ul>
Phase Three	Internal Pipeline Development	<p>Building upon the work that the executive leader and board of directors already has in motion, the board and executive leader will conduct an audit of the organization’s internal leadership pipeline. This includes individuals who in the short, medium, and long term could be viable executive leadership candidates as well as the leadership development that could benefit them in the short term.</p> <p>This conversation is additionally intended to push the current executive leader to evaluate which of their responsibilities could be given to another member of the staff as a leadership development opportunity for that person. This, in turn, is intended to prompt the current leader to evaluate the ways in which they are unnecessarily carrying responsibilities that may be both making their job unsustainable and shortchanging internal leadership pipeline development.</p>
Phase Four	Search Criteria & Planned Transition	<p>The final phase of this planning process outlines the norms that the board and executive leader will uphold during the period leading up to a leader’s departure, even if that departure is not imminent and/or yet defined. This plan articulates the amount of notice that the leader is expected to give to their board, the process that the board will follow in identifying and selecting a successor, and the roles of the outgoing leader and the board in onboarding a new leader. Finally, this portion of the plan articulates a framework</p>

WHERE WE ARE:

# The Sustainability of the Role

		<p>according to which the board will determine the compensation of the next leader.</p> <p>Second, the planning group will articulate the high-level mindsets, skill sets, and competencies that a subsequent leader must possess. The board will identify the frameworks—the organization’s strategic plan, the incumbent leader’s current job description, for example—that the board will reference in refreshing this list on an annual basis.</p>
Final	Review and Refine	<p>CSL will often hold a final session so that the planning group has the opportunity to revisit the plan as a whole before closing out the process for the year. Further, CSL uses this final session to determine when the planning group will come back together to conduct the next round of annual succession and sustainability planning.</p>

**Staffing**

Amanda Aiken and Freddi Wicker will lead this work with the support of CSL expert facilitators.

**Cost**

Each planning process will cost a flat fee of \$7,500 due following Phase One of the planning process.